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CONCENTRATED IMPACT EMPLOYMENT PROGRAM FOR BOSTON

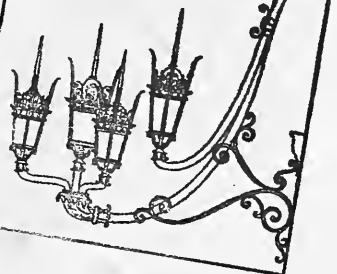
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ACTION FOR BOSTON COMMUNITY DEVELOPMENT, INC.

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### Job Descriptions



V-Certification

It is certified that the applicant agency has the legal authority to administer this project under the rules, regulations, and standards established by the federal government.

George Bennett, Executive Director,

Action for Boston Community Development, Inc.

\_\_\_\_\_  
date

\_\_\_\_\_  
Signature

I have reviewed this proposal and recommend its approval.

\_\_\_\_\_  
Manpower Administrator's Representative

\_\_\_\_\_  
date



I. IDENTIFICATION OF APPLICANT AGENCY

A. Legal Corporate Name of Sponsor:

Action for Boston Community Development, Incorporated ("ABCD")

B. Address and Telephone Number:

18 Tremont Street, Boston, Massachusetts 02108  
(617) 742-4210

C. Official to be Contacted:

Thomas N. Flood, Manpower Director  
Action for Boston Community Development, Incorporated  
(617) 742-4210

D. Type of Organization:

Community Action Agency

E. Legal Authority:

Organized as a non-profit corporation under the general laws of Massachusetts. Designated as the Community Action Agency for Boston by the Office of Economic Opportunity.

F. Group Responsible for Planning:

ABCD, Inc., under the supervision of the Manpower Administrator's Representative in Boston, has acted as coordinator in preparing this application for funds to aid in employment in specially impacted areas. It has been reviewed by representatives of agencies active in employment and training in the Boston area. Plans are underway for the convening of a coordinating committee of those agencies directly involved on a regular basis during the course of the program (see Appendix B for list of agencies to be included in this committee and for additional agencies that have been involved in planning the proposal).



## II. PROPOSAL HIGHLIGHTS

### A. Objectives, Goals, and Priorities:

The Boston employment program for specially impacted areas (hereafter referred to as the Program) will seek to provide a comprehensive system, including outreach, assessment of applicants, short-term employment orientation, aggressive job development in both the public and private sectors, long-range support, second-chance opportunities, and intensive follow-up, that will make meaningful, well-paid employment a real possibility for most of the unemployed, and many of the underemployed, in a concentrated inner-city target area. In the most general terms, the objective will be to provide a system that will offer a path toward employment for all target area residents. More specifically, the program will (1) attempt to find and recruit the unemployed and underemployed, (2) establish orientation centers in the inner city where employment services can be provided for them, (3) offer necessary health and social services, counseling, job orientation, and assistance, and (4) place applicants in jobs.

Specific goals for the program include recruitment, assessment, orientation, and placement of 2000 inner-city residents in the first two months of the program. These placements will include approximately 1200 direct placements in private industry, 300 on-the-job training placements, 150 new enrollments in





Neighborhood Youth Corps, 200 "new careers" placements through the Scheuer Amendment, and 150 placements in adult work projects under the Nelson Amendment. In addition, more than 100 non-professional jobs will be made available to inner-city residents in the program itself.

On-going skill-screening and intensive employability orientation and instruction will be offered to 1500 persons during the third through twelfth months of the program. These trainees will include approximately 500 persons who have been placed on jobs and who are receiving part-time instruction to enable them to get better jobs in the future, 500 persons who were recruited during the initial phase of the program but who could not be placed during the first two months, and 500 who were placed in jobs or training programs, but who either found the placements unsuitable or need additional full-time orientation to move up to more meaningful and better-paying positions (e.g., Neighborhood Youth Corps graduates).

Also, basic education will be provided 250 individuals at the program's centers, and referrals will be arranged for an additional 250 to basic education facilities operated by the Boston School Department and the State Department of Education. Remedial education facilities will be provided for NYC enrollees, new neighborhood employment centers will be opened in the target area, day care and transportation.



facilities will be provided, and a comprehensive evaluation and control system will be established.

Heavy emphasis will be placed on improving training and placement opportunities for young inner city males, who make up the majority of the "hard core" unemployed in the target area. It is expected, on the basis of data obtained from the ABCD Neighborhood Employment Centers (Appendix C) that the typical program participant will be a twenty-two year old Negro male, with a tenth grade education and an erratic work history. By making a major assault on the problem of providing jobs for residents with characteristics like these, the Program will attempt to eliminate a significant amount of welfare dependency. It will, if it is successful, result in the creation of wage-earners who are capable of supporting families, and it will attempt to rebuild the shattered image of the inner-city male, thereby opening up the possibility of a real, long-term improvement in the pattern of life in the target area.

B. Strategies and Approaches:

The essential characteristic of the program will be individual attention for program participants, starting at recruitment, continuing through placement, and kept up for as much as



a year following placement. As described below, there will be a wide variety of available training and placement, and counseling will be provided in an effort to find the best road to employability for each program participant. Major emphasis will be placed on the development of jobs that will enable participants to begin work with relatively little or no previous training or education, but that will also permit advancement as the participant acquires new skills and abilities. At the opposite end of the program, attention will be focused on the area's largest employers in a concerted, coordinated effort to have hiring standards lowered for program participants and to have employers re-examine job descriptions in the light of advances in technology. Job development for the program will start at the level of corporate presidents, then move down through the ranks of executives in order to obtain the greatest possible chances in industry's standard operation practices.

C. Administrative Machinery:

Because of the size of the program, many agencies will necessarily be involved in the day-to-day carrying out of its operations. Central direction will be provided by ABCD, in accordance with the attached organizational plan (see Section III-F). The program will be under the direct supervision of the ABCD Manpower Director, and will be divided into appropriate functional divisions as indicated. Program review and evaluation



will be performed by a self-contained unit, outside the day-to-day operations, and data-collection, storage and retrieval, and financial management will be performed by the existing facilities of ABCD, Inc., and controlled by a budget and contract office set up specifically for the program.

Because Boston already has a basic manpower program, consisting of (1) neighborhood employment centers operated jointly by the Division of Employment Security and ABCD, (2) Neighborhood Youth Corps, and (3) On-the-Job training, as well as MDTA training administered on a metropolitan basis, it will not be necessary to establish a completely independent agency or department to administer the new program. Instead, the ABCD Manpower division will enlarge its activities to provide central administration, and will establish permanent coordinating mechanisms for linking the on-going manpower and training programs, such as MDTA, OJT, Apprenticeship, Job Corps, and others, with the new effort.

Specifically, the Boston Employment Program will be under the policy-making authority of the ABCD Board of Directors and will have available the services of an advisory committee (Appendices A & B). It will be administered by the ABCD Manpower Director through seven program divisions: (1) Orientation Centers, (2) Counseling and Testing, (3) Work Programs, (4) Outreach and Recruitment, (5) Placement, (6) Analysis and Evaluation, and (7) Development and Control. Activities of the





Division of Employment Security will be coordinated through assignment of a full-time high-level DES staff member to the program.

### III. SUPPORTING STATEMENTS, DATA, AND ANALYSIS

#### A. The Target Area:

##### 1. Description:

The program target area consists of thirty-one census tracts with an aggregate population, according to the 1960 census, of 120,018. Actual population, based on projections from the 1965 state census, is probably some six to eight per cent less, or 110,000 to 113,000. The area includes most of the non-white ghetto area of Roxbury-South End-North Dorchester, and portions of Dorchester, South Boston, Jamaica Plain, and Parker Hill-Fenway (see map and list of tracts, Appendix D).

The central portion of the target area--the South End and Roxbury--is a predominantly non-white, low-income neighborhood. The South End is the typical first residence for new non-whites (previously nearly all Negroes, now including large numbers of Puerto Ricans) entering Boston. It is an area of rooming houses and small apartments; much of the land has been taken by the Boston Redevelopment Authority for urban-renewal purposes, and several hundred moderate-income apartment units have been constructed, but as yet urban renewal has not made massive physical improvements in the area. Roxbury, south and west of the South End, is also predominantly Negro. Housing is of slightly higher quality than in the South End, and many non-



whites move into and through Roxbury after an initial period in the South End. Urban renewal activities are underway in Upper Roxbury, toward the southern end of the Program's target area, and new businesses attracted by urban renewal are expected to provide a significant number of jobs for program participants.

The areas of Dorchester, Jamaica Plain, and Parker Hill-Fenway included in the target area are those into which significant numbers of non-whites are moving as the central ghetto area is cleared for urban renewal or becomes overcrowded. All have substantial unemployment problems, particularly among youth, and housing in all these areas is beginning to show signs of decay.

The section of South Boston included in the target area consists primarily of four large housing projects operated by the Boston Housing Authority. Although the percentage of non-whites living in this area is minimal, there is a marked unemployment and underemployment problem, and a high degree of welfare dependency. Outside the housing projects, homes are typically deteriorating, and no urban renewal activity is underway.

The target area includes the core city area that has been selected by the Mayor of Boston as the target area for the Model Cities program of the Department of Housing and Urban Development. Work is currently underway on preparing an application for Model Cities planning funds, and, when operational funds become available, employment program activities will be fully integrated with the Model Cities effort.



2. Incidence of Poverty:

According to 1960 census data, the target area includes 120,018 persons. Of these, forty-three per cent (43%) are non-white, and 7.2 per cent of the labor force, or approximately 3600 persons, are unemployed. Median family income is \$4450, and approximately 8000 families, or thirty-two per cent (32%) of all families, have incomes below \$3000. Median educational level, according to the census data, is 9.7 years.

Boston Welfare Department statistics show that nine per cent (9%) of the population were receiving welfare payments as of 1964, an increase of nearly one hundred per cent (100%) in five years. The area has approximately fifty per cent (50%) of the city's school dropouts, and reading levels, as measured in a 1964 ABCD research project, are 1.5 years behind the city-wide average. The draft rejection rate is fifty-two per cent (52%), compared to thirty-eight per cent (38%) city wide, according to Selective Service statistics.

3. Economic Development, Employment, and Training:

a. Statistics:

The overall unemployment rate in the target area, according to 1960 census data, is 7.2 per cent, compared to a city-wide rate of approximately 4.5%. Labor force participation is approximately seventy-five (75%) per cent of the male population over age fourteen.

In the target area, unemployment is eight per cent (8%) for males and 5.9% for females, according to the census data.



Unemployment is highest for those in the 16-22 age bracket; census data show an unemployment rate of thirteen per cent (13%) for those in this group. Negro unemployment is substantially higher than that for whites: 8.1% compared to 6.5% for whites.

b. The Greater Boston Job Market:

For those with virtually any marketable skills, Boston offers a wide range of job possibilities. According to the latest Division of Employment Security estimates, there are 20,000 job openings in the Boston Standard Metropolitan Statistical Area. Many, if not most, of these jobs are in electronics, engineering or other defense-related industries, and many require considerable technical knowledge or highly developed skills. There are also however, numerous openings for less skilled workers; the following list reflects the distribution of opportunities among the more than 4500 job orders already on file at the ABCD Neighborhood Employment Centers:

Group I:	White-collar and OJT Placements	42%
	Business and professional	4%
	Data processing, business machines	4%
	Office boys, messengers	1%
	Security guards	6%
	Clerical	19%
	Retail Sales	3%
	OJT	5%
Group II:	Blue-collar, middle-level placements	42%
	Skilled factory work	11%
	Semi-skilled factory work	17%
	Garment trades	4%
	Warehousing and shipping	9%
	Mechanics, auto repair	1%





Group III: Low-level Jobs

16%

Unskilled factory work	4%
Cleaning and janitorial	6%
Laundry	1%
Food Service	2%
Other	3%

(See Appendix E for complete list of openings available).

The following chart shows the latest available report of unfilled job openings in the Boston area as reported to the Massachusetts Division of Employment Security. Although it is not a complete picture of job vacancies, since not all jobs are listed with DES, it does indicate significant opportunities in a variety of fields:

Occupational Category	Job Openings Unfilled Nov. 30, 1966	
	All	Unfilled 30 days or longer
All openings (less camp counselors)	8,691	4,620
Professional, Technical, Managerial	1,325	1,147
Clerical and Sales	2,900	844
Service Occupations	1,055	602
Processing Occupations	196	132
Machine Trade	670	511
Bench Work Occupations	940	477
Structural Work Occupations	701	412
Miscellaneous Occupations	904	495

(See Appendix F for full report on job situation, as analyzed by DES).

In addition to these jobs, and to existing jobs that will be developed through the cooperation of top industry leaders, ABCD plans to develop additional positions for which relatively



unskilled inner-city residents can be trained by industry, with the help of the program's trainer-coaches. A consultant is currently engaged in a study of industries with rapidly advancing technology, and will pinpoint those areas in which entirely new jobs, requiring a minimum of experience and training, can be created now or will be created in the near future. The results of this study, to be completed by March 31, 1967, will be used as a major tool in convincing industry leaders to hire significant numbers of unskilled workers.

c. Recent Surveys:

A door-to-door survey of large segments of the target area was conducted last November by the Division of Employment Security and ABCD. Results of this survey (Appendix L) indicate that unemployment in the target area is 7 per cent and "sub-employment" is 24 per cent--meaning that three of ten residents do not have adequate jobs. In addition, the heavy flow of applicants at existing neighborhood employment centers indicates that additional unemployed persons are in the area, although not recorded by the survey.

Door-to-door surveys in South Boston, Dorchester, and several large housing projects have been conducted by ABCD indigenous workers in the past year. These surveys reveal that among the major needs relating to employment are (1) significant expansion of day-care facilities for working mothers; (2) cheap, speedy transportation to jobs in the suburban industrial ring--a large number of jobs are located at plants along Route 128, a



circumferential highway approximately fifteen miles from the central city; and (3) a wide range of skill-training opportunities. In particular, each of the ABCD surveys has revealed significant dissatisfaction with, and inability to use, the MDTA institutional training now being provided in the greater Boston area. The picture that emerges from these surveys is that of an inner-city ghetto, effectively isolated from the employment and training opportunities that surround it.

d. Current Programs:

The following programs are now operating in Boston:

i. MDTA:

Slightly more than \$2 million is being spent for MDTA institutional training in the greater Boston area in the current fiscal year, in accordance with the MDTA State Plan (see Appendix G). Those funds provide institutional training for more than 2000 persons, and occupationally-orientated basic education for several hundred more. However, for several reasons, the MDTA program has had practically no impact on the population of the target area. First, most MDTA courses are offered at facilities outside the core city area (See appendix H), and courses that are offered in another city in Boston standard metropolitan statistical area are rarely offered in inner-city Boston. Typically, only one, or at most two, MDTA courses in any occupational area will be offered within easy reach of inner-city residents in a given year. Second, the occupationally-



oriented basic education courses are offered only in East Boston, an all-white neighborhood relatively far from Roxbury and the South End and out of reach of residents who are unfamiliar with the public transportation system. Finally, entrance qualifications for the MDTA institutional courses often screen out the unskilled and those with erratic work histories. Average educational levels of MDTA trainees in Massachusetts have been approximately 12.0 years.

ii. Title V:

Under Title V of the Economic Opportunity Act, the Boston Welfare Department plans to operate a continuation of its \$2,000,000 work-experience program for an estimated 2200 persons (see Appendix M). Because of staff limitations and per capita budget limitations, the Title V program is unable to provide any significant amount of skill training, and it is unable to engage in job development to any great extent. Also, only 27% of those scheduled to be involved are males. In the first two years of the program, according to Welfare Department reports, approximately eighty per cent (80%) of those involved in a Title V work-experience program were unable to find jobs and were returned to the public assistance rolls. One major difficulty is that the Title V program relies heavily on existing public agencies for its work experience placements, and so is unable to provide a direct stepladder approach to placement in private industry, which offers more job opportunities than the public sector.





iii. Neighborhood Employment Centers:

ABCD and the Massachusetts Division of Employment Security currently operate five neighborhood employment centers in the target area, offering outreach, counseling, and placement. Although the NECs have exceeded expectations in their first half-year of operation, placing nearly 1000 persons in jobs or training programs, they have not been able to supply the needed job orientation and skill screening to enable large numbers of the "hard-core" unemployed to be placed productively. In the coming year, the NECs will serve an estimated 9,000 persons, operating on a budget of \$1.1 million.

iv. OJT:

ABCD and the Greater Boston Urban League each have prime contracts for 250 on-the-job training positions, for a total of 500 such positions funded by the Bureau of Apprenticeship and Training, at an annual cost of \$250,000. Placements under these contracts have been proceeding approximately according to schedule, and, in addition, there are more than 500 positions open in OJT contracts <sup>being</sup> negotiated directly between employers and BAT.

v. Division of Employment Security:

The Massachusetts Division of Employment Security, funded by the United States Employment Service, operates four major employment offices, divided along occupational lines, in downtown Boston. These offices provide the normal range of



employment service facilities, including counseling and placement, processing of unemployment compensation claims, etc. The offices serve a large clientele, but they do not have staff or facilities for aggressive outreach or for individualized job development. In addition, the DES offices, like the DES-ABCD Neighborhood Employment Centers, are hampered by the lack of adequate pre-vocational orientation facilities for referrals. Many persons, especially youths, with little or no work experience, simply cannot be placed in jobs, and as a result, DES has nowhere to send them.

DES also operated one Youth Opportunity Center in the target area. This center provides a greater amount of individualized counseling and testing than do the regular DES offices, and, under the Human Resources Development Program, its services will also be available to adults. However, it will still lack facilities for pre-vocational training, basic education, and other services envisioned in the Boston Program.

vi. Private Agencies:

Numerous private agencies, including the Urban League, Jobs Clearing House, the Roxbury Multi-Service Center, and United South End Settlements, operate small-scale employment programs in the target area. Generally, these programs offer recruitment, counseling, and referral to jobs, with some job development. All operate on limited budgets and are unable to provide significant amounts of pre-employment orientation. It is the intention



of this program to involve these smaller agencies by sub-  
contracting to them to provide outreach and recruitment.  
Representatives of these agencies will be included in the  
regular coordinating committee meetings.

vii. Neighborhood Youth Corps:

ABCD currently operates an out-of-school NYC program for 250 youths, at an annual cost of \$675,000. The program includes both a work crew component, in which groups of five or six youths work under the direct supervision of a foreman, and a work experience component, in which youths are stationed in public and private agencies. The program has been somewhat limited by lack of skill-training and screening facilities and by the \$1.25 per hour wage paid to enrollees, in a city with the highest cost of living in the nation and in a state in which the minimum wage for almost all types of work is \$1.40 per hour. It has been requested that the hourly wage for enrollees be increased to the minimum wage.

The Boston School Department operates an in-school NYC program, coupled with a summer program, for 1100 enrollees.

B. Objectives, Goals, and Priorities:

1. Objectives:

The basic objective of the program is to provide a comprehensive system that will enable a significant number of the unemployed and underemployed residents of the target area to move toward meaningful, well-paid work. Achievement of this objective will require a massive recruiting campaign; intensive job develop-



ment and redefinition of jobs, starting from the highest levels of corporate management; an intensive pre-vocational orientation program for those recruited from the target area; strong support and follow-up for those placed on jobs; a wide variety of public employment programs; and a continuing process of training and education for those who want to move up to better jobs and for those who do not succeed in their initial placements.

2. Goals:

Short-range goals (Within the first month after funding):

(1) establishment and equipping of neighborhood facilities-- both neighborhood employment centers and orientation centers-- for recruiting and processing program participants and for providing necessary pre-vocational services and placements; (2) recruitment, selection, and training of staff (by ABCD, DES, OIC, BAT, NYC, and other cooperating agencies); (3) launching of a public effort to recruit applicants for the program; and (4) enlistment of industry cooperation and support and development of expanded job listings, with emphasis on creating new jobs specifically for those who lack the qualifications for routine hiring. All these activities with the exception of item 3 above, are currently underway, and will be substantially completed by the third week following funding of the program.

Goal 1 - Facilities:

ABCD has two facilities that will be fully ready for operation before the end of March as orientation centers. OIC's facility is located on Windsor Street, between Roxbury and the South End. ABCD's are located on Washington Street, Dorchester,





at the southern end of the target area, and on Broadway, South Boston. OIC is currently actively engaged in negotiations for an additional center and should be ready for operation early in April.

Goal 2 - Staff:

Key staff members for the program are currently being selected by the agencies involved; since a large portion of the staff in the initial eight-week period will be supplied from already operating agencies, the problem of staff selection is made somewhat easier than if an entirely new staff had to be assembled. Experienced manpower personnel are already available in DES, ABCD, and OIC, and they will devote the majority of their time in the coming weeks to preparation for this concentrated effort.

Goal 3 - Publicity:

The ABCD Manpower staff and the staff of OIC each include persons with experience in community publicity programs; these persons are currently working with community groups to plan strategy for an effective recruitment drive in the target area. Although primary responsibility for recruitment will belong to the on-the-street recruiters and neighborhood workers, a strong publicity campaign will ease the recruiters' task and ensure that all residents of the target area have ample opportunity to learn of the services offered through the new program.



Goal 4 - Industry Cooperation:

Conversations with industry leaders have already been held as part of the program planning process. Large employers who have expressed significant interest in the program include General Dynamics, the New England Telephone Company, and Filene's, a major department store. Discussions will be held in the immediate future with industry associations, including the Retail Trade Board, the Greater Boston Chamber of Commerce, and the Associated Industries of Massachusetts, as a means of involving large numbers of firms in the program in a direct and meaningful way. To date, discussions have resulted in an agreement with General Dynamics to furnish pre-employment orientation in one of the ABCD orientation centers. Discussions have produced job commitments and interest in special hiring projects on the part of a number of firms, including several of the city's largest banks and insurance companies. This high-level job development will continue up to and through the actual starting date of the program.

Medium-range Goals (In the period from the first month of the program through the start of the third month) include (1) the recruitment, intake, and assessment of 2000 target area residents; (2) the supplying of an open-ended orientation program of two to four weeks for approximately 1500 of those residents (500 will, it is estimated, be qualified for immediate placement without need of the orientation program); (3) placement of the 2000 applicants as follows: 1200 in jobs in private industry, 300



in on-the-job training, 200 in "new careers" programs under the Scheuer amendment, 150 in Neighborhood Youth Corps work-experience placements, and 150 in adult work programs under the Nelson amendment, including fifty in an expansion of the Foster Grandparents program and 100 in adult work crews. These goals should be substantially achieved by the beginning of June, if funding proceeds on schedule. The specific components of achieving each goal are described in section II-C below.

Long-range Goals: (To be achieved in the third through twelfth months of the program) include (1) the establishment and operation of a comprehensive support and follow-up system to aid program participants in holding jobs and in advancing to better positions. This system will include periodic checks on an applicant's progress by follow-up workers and the assignment of trainer-coaches to groups of from ten to twenty new employees for their first weeks, or, if necessary, months on the job. (2) establishment of more intensive orientation programs, including substantial amounts of skill screening and exposure to a variety of shop situations, for those who were recruited in the program's initial phase but who were not placed and for those who were placed but found the job or training program unsuited to their abilities. (3) establishment of facilities for evening and other off-hour skill familiarization and basic education for those placed in jobs through the program who wish to move up to better employment. (4) establishment of more structured and comprehensive programs of supplementary education for Neighborhood Youth Corps, who represent the "hardest of the hard-core" of unemployed



youth. (5) provision of day-care facilities for a limited number of working mothers. These activities will all be in operation by the third month of the program and will continue at the level required by participants through the twelfth month.

Longest-range Goals (To be achieved in the final three months of the program): (1) preparation of a comprehensive evaluation of program effectiveness; (2) final follow-up on all applicants and an attempt to ensure that all have a satisfactory employment future open to them; and (3) coordination with federal, state, and local agencies to link the successful components of the Program into on-going programs on a permanent basis.

### 3. Priorities:

Functionally, priority will be given to those activities that are most essential to keeping program participants on the job and functioning effectively. Thus, if a choice were to arise between committing additional funds to support several more trainer-coaches and spending the funds on a supplementary education program, authority would be sought to use the funds for trainer-coaches, since these personnel would provide support and guidance that is needed to keep participants on the job.

From the standpoint of applicants, priority of service will, if it becomes necessary to set priorities, be given to males, and especially to heads of households, since these men are the key figures in breaking the cycle of welfare dependency. All possible efforts will be made to provide meaningful, well-paid employment for heads of households and to keep them from being put in a position where they must desert their families in order





to ensure that their children will have food, clothing, and shelter.

4. Program Schedule and Participant Levels:

Phase 1:

March-April, 1967 - Recruitment of staff, selection and outfitting of facilities, job development, publicity campaign, detailed program planning and staff training.

Phase 2:

April-May, 1967 - Recruitment, intake, and assessment of program participants, operation of open-ended orientation program, placement in jobs and training programs. Determination of specific training and education components of Scheuer program, beginning of operation of education and follow-up components.

Phase 3:

June-July, 1967 - Completion of orientation and placement phase for initial group of participants, beginning of longer-term skill screening orientation program for those who are unsuccessful in initial placements, leveling-off of education and other supportive components to normal operating rates.

Phase 4:

July-December, 1967 - Emphasis on support and on "second-chance" opportunities for those who have failed initially as well as on upgrading of those placed in earlier phases. Beginning of organized evaluation of program.

Phase 5:

January-March, 1968 - phasing out of program components not scheduled for inclusion in on-going operations, preparation of comprehensive evaluation, final follow-up on participants.



## Participant Levels:

### Phase 2:

Recruitment and intake of 250 per week, orientation program for 1500, or 375, in four centers, at any given time (remainder will go directly into jobs or training programs.) Placements in NYC (150); Adult Work Crew (100); Foster Grandparents Expansion (50); and OJT (300) phased over eight weeks each. Placements in Scheuer program (200) phased over eighteen weeks.

### Phases 3,4,5:

Skill screening and training for approximately 860, or 215 at a given time, in four centers. Participants will be from those originally recruited.

For graphic representation of participant levels, see section II-E (1) (d) below.

## C. Program Components

Components of the program can be analyzed in two ways; first, as services provided to individual participants, and second, as distinct functional units under the overall direction of program administration. Section 1 below describes the projected flow process as it affects an individual applicant. Section 2 describes distinct functional and organizational units of the program.

### 1. Flow Process

#### a-Outreach and Recruitment

An intensive outreach and recruitment effort, using the facilities of all participating organizations (Appendix I) will be conducted during the first two months of the program. The regular outreach staff of each of the participating agencies



will be involved, and, in addition, twenty neighborhood residents will be hired on a temporary basis by subcontracting agencies to provide maximum saturation of the target area and to spread the information about the program as widely as possible. In addition to customary methods of outreach, such as door-to-door recruiting, intensive neighborhood and mass-media publicity, and use of storefront offices, the program will include a mobile recruitment component, using mini-buses staffed by program personnel to pick up residents anywhere in the target area and transport them to the intake locations.

b-Intake and Record-Keeping:

Preliminary intake of program participants will be handled at each of the outreach base stations (see Appendix I), the Neighborhood Employment Centers, and the DES Youth Opportunity Center. Standardized participant records will be used at all intake locations, and duplicate records on all participants will be maintained at ABCD headquarters to provide central control, program information, and evaluation data, (see sample records, Appendix J). Intake information will be recorded by (1) outreach workers who bring participants to the intake location, (2) vocational counselors, and (3) placement interviewers. Such information will be the responsibility of the clerical staff in the outreach locations and the records clerk in each orientation center, and records will be maintained at the location where a participant is currently receiving service, or, if he has been placed in a job, at the orientation center where he was assigned prior to placement.



Intake records will be designed to include information on the work history, educational background, and training of all program participants and to include sufficient information on socio-economic characteristics of participants to enable the staff to evaluate the program effectively and to permit compilation of a profile of participants.

In order to keep delay to a minimum and to place applicants in orientation and counseling sessions quickly, only minimal intake data will be recorded when the applicant first comes to the intake location--name, address, and a few other essential identification items will be recorded on an index card. The remainder of the intake data, including MDTA stipend claim forms, personal characteristics and work history, and test results, will be obtained over the two-to-four week orientation period as unobtrusively as possible, thus avoiding frustration and unnecessary delay at the start of the trainee's period of orientation.

c-Testing and Counseling:

Each of the four orientation centers will offer staff and facilities for a comprehensive skill-screening, testing, and counseling effort. Counseling, the key function in this effort, will be aimed, primarily and immediately, at helping participants choose occupations in which they are likely to succeed, and making any necessary supportive help available to them. All those receiving orientation will be given some testing as a preliminary screening device, using a variety of tests to provide an accurate measure of individual abilities and potentials,





regardless of the literacy level of the participant. The test battery will include standard United States Employment Service test instruments, and such others as are agreed on by the program's testing and counseling staff.

Counseling will be done under the direct supervision of DES by combined teams including DES personnel--trained, experienced counselors--and neighborhood residents with considerable youth work or other community experience, high potential, and ability to communicate easily and effectively with residents of the target area. Through a continual interchange between the trained, professional staff and the non-accredited counselors, it is expected that there will be a more complete counseling service provided to the participants than if counseling were done either by professional staff only or by indigenous staff only.

In the orientation centers to be operated by OIC, DES, counselors will serve as the major counseling resource, handling the bulk of the counseling load. At the same time, they will be training indigenous OIC personnel in counseling techniques to prepare for future expansion of the OIC program. In the ABCD orientation centers, DES and ABCD counselors will share the counseling load and participate in consultations to exchange ideas on serving participants effectively. In each center, one professional counselor will be designated to oversee the functioning of the entire counseling unit.

Testing, under direct supervision of DES, will be administered by joint staffs, including trained DES testers and ABCD and OIC personnel. Training for testers will be provided as needed by DES.



Tests to be used will include standard U.S. Employment Service Test instruments, including relevant portions of the General Aptitude Test Battery, and such other instruments as the Wunderlic Personnel Test, the Standard Intelligence Test, the Cattell Culture-Fair Test, and other instruments as appropriate for the particular needs of the participants, including those with limited literacy or whose native language is other than English.

Each participant will be assigned to a counselor upon intake, and that counselor will have responsibility for following through with appropriate help until the applicant is satisfactorily placed on a job and, in many cases, long after the applicant is on the job.

The joint counseling and testing operation is designed to provide maximum flexibility in counseling and to provide an opportunity for evaluating the effectiveness of various kinds of counseling for the hard-core unemployed. In addition, this counseling system will provide a high degree of decentralization, with resulting ability to make decisions rapidly at the orientation level.

#### d-Orientation and Skill-Screening:

Major emphasis in the first two months of the program will be placed on a short-term employability program with two basic goals: (1) to provide immediate orientation and training in employability skills, such as job habits and attitudes, interviewing, filling out applications, grooming, budgeting, etc.,



and (2) to provide a "holding operation" that will keep participants actively involved in a program while intensive job development is carried out on their behalf. In many cases, it will not be possible to fit a participant into a job immediately; he may require some instruction in basic employability skills, and the bank of jobs developed for the program may not contain one suited to his ability and aptitudes. In these cases, the employability training will be provided in classes and work sessions at the orientation centers, and job developers will be assigned to develop suitable placements. To increase the holding power of the orientation program, all eligible participants will receive stipends--\$20 per week for youths under age twenty-two, the regular MDTA training allowance, based on unemployment compensation rates in Massachusetts, for adults, and the \$20 incentive payment authorized by the 1966 MDTA amendments for welfare recipients.

To speed payments to trainees, a loan fund is requested in the MDTA funded budget for the program. Use of this loan fund will enable the orientation centers to issue allowance checks to all participants within one week after they are recruited, and will eliminate the two-to-four week delay often associated with verification of records and processing of MDTA allowance papers. These papers will still, of course, be processed in the normal manner by DES staff assigned to the orientation centers, but participants will be paid from the loan fund and will endorse their stipend checks over to the fund when the checks are ultimately received. Such a system has been used effectively by



JOBS NOW in Chicago to facilitate payment of allowances in a short-term orientation program.

The actual content of the orientation program will include: (1) testing and counseling of each applicant, by a counselor assigned to him when he first registers for the program; (2) work orientation, based on models developed by the JOBS projects in Chicago and by OIC, and (3) skill-screening, involving several days' experimentation and work in each of the shop areas at the center.

The individual counseling process has already been described. During the orientation period, there will also be group counseling sessions, in which participants will develop verbal facility and discuss problems of getting and holding a job.

The orientation sessions, including group discussions, classroom instruction, role-playing, tours of industry and business, will cover the following topics: orientation to facilities, job opportunities and requirements, salaries and fringe benefits, company rules and policies, unions, grooming, application procedures, budgeting and banking, punctuality and responsibility, promotion, transportation within the city, and general motivational subjects.

The orientation centers will also provide assessment of individual needs for basic education and arrange for supplying such. In the OIC centers, basic education will be included in the "feeder course" orientation program (see Appendix K). In the ABCD centers, it will be supplied as a distinct unit.





The skill-screening activities of the orientation period will include familiarization with the basic tools and machines in each of six shop areas. If time allows, each group of participants will spend one to two days in each of the shop areas, under the instruction of a shop instructor who has had long experience in the particular craft area. He will test their aptitudes for particular occupations and help motivate them for jobs or for more advanced training in a specific area.

Orientation programs will be provided at four locations: two, in Roxbury and the South End, will be operated by Opportunities Industrialization Center, Inc., under a subcontract from ABCD. OIC staff will provide instruction, curriculum development and all other operational services. ABCD will provide financial services as necessary as well as evaluation. The third center will be operated jointly by ABCD and General Dynamics, Inc., with General Dynamics providing shop equipment and instruction, and ABCD providing orientation.

It is estimated that the orientation program will serve 1500 persons during the eight-week period, and that the average stay in the program will be two weeks, although the program will provide instruction and counseling for up to four weeks for those who cannot be immediately placed on the job. At this level, there will be approximately ninety-five participants actually enrolled in the orientation program at each of the centers at any given time. Of these, 45 will be in orientation classes, 15 in counseling and testing, and 35 in skill screening during a normal



period. Facilities will be adequate, however, to accomodate up to twice this number in any one of the activity areas.

e-Program Referral:

Enrollment in any of the public sector programs, operating through the program, will be accomplished at the orientation centers. NYC, Adult Work Crew, and New Careers supervisors will be based at these centers, and Foster Grandparents recruiting will be handled by a recruiter-screener who will visit each center twice weekly. In all cases, a decision as to program referral will be made after discussion among all members of the center staff who have been in contact with the applicant (although the applicant will, of course, have the right to refuse any referral). Daily staff conferences will be held during the orientation period to speed the referral process.

f-Job and OJT Referral:

Placement interviewers and job developers will be stationed at each of the orientation centers and will have available job listings from DES, ABCD, a specially developed program file, and from other community agencies. Arrangements will be made with large employers to conduct interviews at the orientation centers, and job developers, using mini-buses, will escort groups of applicants to plants and offices for on-site interviews. There will be immediate follow-up of all referrals, to confirm both that the applicant has been hired and that he has actually reported for work. If either of these conditions is not fulfilled, and the applicant does not return to the orientation center, a neighborhood worker will be assigned to locate and return in the program.



g-Service Referral:

Counselors at the center will also advise applicants on the availability of education and social services, as well as arranging for medical examinations for all participants. If possible, these will be provided at or near the orientation centers.

h-Second-Chance Opportunities and Upgrading:

For participants who do not succeed in their initial placements, or who are not placed during the initial eight-week phase, there will be an organized program of more intensive orientation, coupled with basic education and exposure to various shop situations, under the supervision of an experienced instructor. This program will be offered at the orientation centers and will include extended counseling as needed, additional orientation instruction, primarily for those who were absent during a portion of the initial orientation or who need additional help in a particular subject area, and a six-to-eight week program of shop and job exposure, including rotation among various shops and some intensive work in one area. It is estimated that approximately 200 persons will be participating in this second-chance program, for which they will receive MDTA stipends, at any given time. (Despite the basic MDTA standard prohibiting payment of allowances for more than one course in a given year, it is understood that allowances are permissible in this situation if the course is viewed as an integral unit, even though split into two parts).



Shop exposure stations and basic education classes will also operate at night to permit persons who have been placed in jobs to return for additional training that will enable them to advance. An estimated 500 persons will use the facilities for these purposes during the course of the year's program.

i-Job Development and Placement:

Job development will be undertaken from the top down and from the bottom up; leaders in the Boston business community are now being approached to make available new jobs and to reduce qualifications for other positions. At the other end of the spectrum, job developers stationed at the centers will provide individual attention and effort to secure appropriate placements for each participant. This procedure will be similar to that in effect at the existing ABCD-DES Neighborhood Employment Centers, with a cooperative team of DES placement interviewers and ABCD job developers first checking available opportunities, then embarking on an individual job-development effort.

j-Follow up:

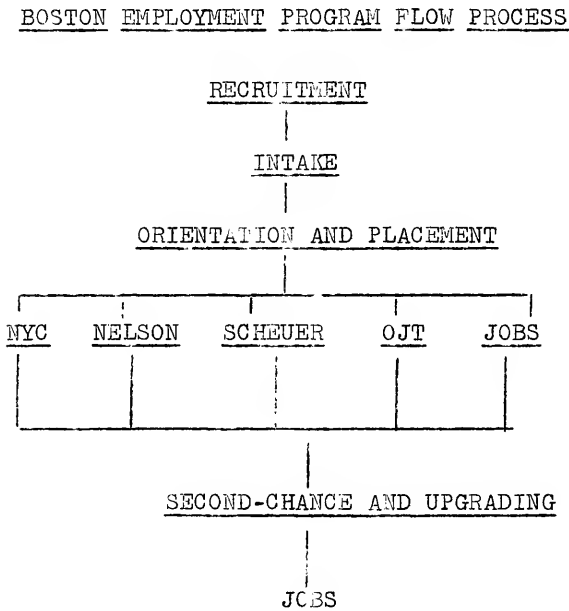
Follow-up workers will routinely contact all those placed by the program at intervals of approximately one, three, and six months following placement to determine if additional services are needed and to discover participants' reactions to their placements. In addition, a special program utilizing trainer-coacher to supervise groups of 10 to 20 employees during the first few months on the job will be incorporated into the program. The trainer-coaches will be stationed on an employer's premises,





to provide immediate support and counseling for those placed, to mediate disputes and misunderstandings before they result in dismissal of the employee, and to help new employees better understand the employer's needs. A pilot project of this nature has already been carried out successfully by ABCD at a major department store in downtown Boston and has resulted in successful placement of approximately forty inner-city residents.

The following chart indicates flow process through the program, and relates specific components for a typical applicant:





## 2. Functional Components:

The following sections outline major program components not fully discussed in the description of the flow process:

### a. Adult Work Crew:

One hundred of the 2000 placements proposed under the first stage of the program will be in adult work crews for long-term unemployed persons, funded under section 205 (d) of the Economic Opportunity Act (the Nelson Amendment). Work Crews will consist of ten persons each and will be under full-time supervision of a foreman, who will be as old or older than the members of his work crew and who will have particular expertise in at least one occupational area relevant to the work that the crew is doing. Crews will function in the following areas: (1) rehabilitation and clearance of buildings and land in designated urban renewal areas; (2) maintenance and improvements to city and metropolitan park and recreation areas within the target area, and (3) improvement and rehabilitation of community facilities, including the orientation centers of the program itself.

The work crew project is designed to provide a fully supervised setting in which persons with erratic work histories and records of chronic unemployment can build up records of on-the-job performance that will serve as valuable references for jobs in private industry, or for more demanding jobs in the public sector. In addition, the work crews will provide an opportunity for instruction in basic skills necessary to the performance of



a wide range of jobs. Along with this basic purpose, the work crews will also contribute substantially to the physical improvement of the target area. Major clearance and rehabilitation projects are currently underway in this area, and use of the work crews to supplement regular activities of the Boston Redevelopment Authority will permit conversion of cleared land to recreation and play areas for temporary use by neighborhood residents while permanent structures are being planned and constructed. In existing park and recreation areas, the work crews will be able to perform maintenance and repair duties that will free the regular staff for more professional tasks. In the program's own orientation centers, the work crews will assist in more rapid installation of equipment and thereby make the centers more fully effective.

Work crew participants will receive \$1.40 per hour for a maximum of 35 hours' work per week. This wage level is that of the state and federal minimum-wage standards, although it is slightly below the average wage in the Boston area for unskilled work, as reported by the U.S. Bureau of Labor Statistics. It is reasonable to assume that the work crew experience will lead to jobs in private industry at somewhat higher wage levels.

Eligibility for work crew participation will be limited to persons 22 years of age or older who are chronically unemployed (i.e., unemployed for more than 15 consecutive weeks, repeatedly unemployed during the past two years, or employed less than 20 hours per week for more than 26 consecutive weeks) and who are



members of families with incomes below the poverty line, as determined by the Labor Department, Bureau of Work Programs. Priority will be given to older workers, to those who have no reasonable prospects for full-time employment or training assistance under other federally funded programs, and to those who have completed other such programs, but, through no fault of their own, have not been placed in permanent employment.

b. Expansion of Foster Grandparents Program:

Fifty placements are planned in an expanded version of ABCD's current Foster Grandparents Program, the expansion to be financed by section 250 (d) of the Economic Opportunity Act (the Nelson Amendment). The current Foster Grandparents Program, funded by the Office of Economic Opportunity under section 205, employs 36 persons who provide personal attention to deprived children at three institutions. The expansion requested would provide for 50 additional Foster Grandparents, to be employed 20 hours per week at \$1.50 per hour. They will be placed at the Walter Fernald State School in Waltham and at the Wrentham State School in Wrentham. The Foster Grandparents will spend approximately two hours each day with each of two children. Activities include reading to the children, talking with them, taking them for walks, accompanying them to plan activities, and, in general, providing trust and friendship for the deprived child.

Eligibility for enrollment in the Foster-Grandparents segment proposed as part of the program will be limited to persons over age 60 who meet the additional requirements set forth for Adult Work Crew members, as specified by Bureau of Work Programs guidelines.





Supervision of the participants will be provided by regular staff of the participating state institutions and by group workers assigned on the basis of one worker for each 30 to 40 grandparents.

c. Scheuer Program:

Some 200 persons will be placed in "new careers" positions now being developed by the ABCD Training Department. Because of the high cost of living in Boston and the high private industry wage level, it is proposed that Scheuer enrollees be paid \$1.92 per hour, or \$3,500 per year. At this wage level it may still be difficult to recruit males over age 22, but it will at least be possible. It is assumed that a good proportion of Scheuer trainees will be heads of households, and \$3500 is the minimum wage needed to keep their families together. In some cases the wage should be higher, especially if wage scales for sub-professional jobs in a particular agency start at \$5000 or \$5200, as many in Boston do.

In addition to the higher stipend level, substantial funds are needed for training of Scheuer enrollees. Since ultimate hiring in many cases is dependent on passing a civil service examination, it is important that a long-term training program, geared to this goal, be worked out early and be adequately supported. Most city agencies do not have staff to provide more than immediate supervision, and so Scheuer funds will be needed for this aspect of the program.

The development period for the Scheuer program in Boston has been short, but numerous agencies are involved, and are willing



to cooperate. They are discussing commitments to employ trainees at the end of the training period, but are not in a financial position to assume the initial cost of the program on short notice. Thus, it is estimated that overall federal cost of the Scheuer program will be approximately \$4,500 per trainee, including \$3,500 for stipend, \$400 for supervision and \$600 for training.

The Scheuer program is expected to operate in several city agencies, including police, hospitals, and the Office of Neighborhood Improvement; in private social-service agencies, and in the program itself. It will include extensive training, provided both by the program staff and by participating agencies, and will include funds for tuition for various outside educational programs.

The current program follows guidelines just issued by the Bureau of Work Programs of the Labor Department regarding eligibility and other criteria, and aims at the selection and training of sub-professional for responsible jobs in human services.

Specific training and supervisory standards and procedures are now being worked out with participating agencies. Because of the time required for this developmental stage and for necessary staff selection and training, the lead-in time of the Scheuer component will be slightly longer than that of other program components. It is expected that the program will reach full operating level in 18 weeks.



d. Neighborhood Youth Corps:

An additional 150 out-of-school NYC slots will be provided through the program and will be administered through the existing NYC structure. In addition, funds are requested for a basic education program by a local university for those NYC enrollees who seek to continue their high-school education.

e. OJT:

Some 300 participants will be placed in OJT positions funded by the Bureau of Apprenticeship and Training and administered through a self-contained unit within the ABCD placement division. This OJT program will be linked with others, such as the Urban League's, to provide maximum choice of positions for enrollees.

f. Day Care:

Funds are requested for a limited amount of day care, to be purchased from already existing agencies, to permit mothers who seek jobs to have a realistic opportunity to find them.

g. Neighborhood Employment Centers:

Funds are requested under the Special Impact Program for two Neighborhood Employment Centers, to be added to the existing DES-ABCD network of centers. Each NEC will be located in a storefront office in a clearly defined neighborhood within the target area. The staff will include a supervisor-counselor, two vocational counselors, two placement interviewers from DES, three neighborhood workers, three follow-up workers (part-time), a receptionist, clerk-coder, and secretary. In addition, each NEC will be assigned a job developer under the direct supervision of DES from the central ABCD offices at 18 Tremont Street.



The employment process for the NECs begins with recruitment. In a majority of cases in the first six months of the programs, applicants came into the NEC on their own, but, as the NECs become less of a novelty in the community, it is expected that the major sources of recruitment will be (1) active outreach by the neighborhood workers, non-professionals indigenous to the areas in which they are working, and (2) word-of-mouth recommendations by friends and neighbors of potential applicants.

The neighborhood workers are key figures in the NEC process, both because their familiarity with the neighborhood and its residents enables them to find the unemployed and underemployed, and because, more importantly, they provide visible success models for those who have lost hope. Because of past experiences, many inner-city residents lack motivation to seek out training and meaningful employment; the neighborhood worker can offer daily evidence that the larger community is concerned about unemployment and is willing to help, and that it is possible to "make it".

The first formal step of the NEC process is intake, in which some basic information about each applicant is recorded by the receptionist, with a minimum of formality. If the NEC loses touch with the applicant, this basic information--name, address, etc.-- will enable a neighborhood worker to follow-up to see if service is still needed.

After seeing the receptionist, the applicant goes to the neighborhood worker, who obtains more information on educational





and employment background and helps the applicant clarify his employment and training goals.

If the applicant has skills that will enable him to be placed in a job immediately, he then goes to the DES placement interviewer, who has job listings available both from the DES central files and from the special file of 4500 job listings that has been compiled and is constantly being updated by the ABCD job developers. These job listings offer potential employment in virtually all fields, as indicated by the breakdown of the job listings developed by ABCD, given earlier.

Those applicants who cannot be directly placed in a job by the placement interviewer or job developers are seen by the vocational counselors, who include both trained professionals and resident nonprofessionals who have been through intensive training and in-service education at ABCD. The focus of counseling is not a long-range "treatment" designed to cure all an applicant's problems, but rather a relatively short-range and employment-oriented program, designed primarily to help the applicant map a realistic plan for gaining necessary skills. Persons with other kinds of problems will come to the NECs, and many of them will be referred, under working agreements in each neighborhood, to other social-service agencies, but in many cases, some of the other problems (debt, for example) will be eased if the applicant can get on the road to steady, well-paid employment.



The NEC counselor remains in touch with the applicant even after he moves into a job or training program, and is responsible for ensuring that the applicant obtains all the necessary training, and that employers honor their commitments to upgrade trainees and to make permanent jobs available to trainees who perform satisfactorily.

b. Neighborhood Youth Corps Education Program:

Some youth in the Neighborhood Youth Corps have the desire and the ability to complete their high school education. Such education would increase their employability and enhance their chances for participation in training programs. These youths should have opportunity to complete their education, yet they will not do so if it means going back to the public schools from which they fled. ABCD, Inc., proposes therefore that educational facilities be for 150 of these dropouts enrolled in NYC, that it be administered and staffed through a local university and that enrollees have the opportunity of completing their high school education. The University selected will be accredited to grant high school diplomas.

The youths will attend class nine hours a week--three three-hour sessions--and additional tutoring will be made available evenings and weekends by volunteers and teachers aides. Students will be tested upon entrance in the program and grouped according to achievement level. After they have begun in the program, however, they may proceed at their own pace. Core curriculum will be communication skills (reading, writing, speaking),



mathematics, science and social studies. The classes will be informal. Discussion will be encouraged. Curriculum in all studies will be organized around a central theme chosen for its relevance to the lives of the students.

The educational facility will be headed by a supervisor chosen by the local university and approved by ABCD, Inc. He will hire six full-time teachers and employ, as required, specialists on a part-time basis. A secretary will assist the supervisor with clerical duties and administrative detail. Volunteers will be used at the supervisor's discretion.

An educational site will be chosen to house a supervisor's office, staff room, six classrooms and a library-lounge. Access to the building will be assured evenings and weekends. The site will be in the target areas served by the program.

### 3. Program Administration:

The program will be under the general direction of ABCD, through its Manpower Director, as shown in the organizational charts in section F below. Linkages between programs will be maintained through weekly staff meetings. The program assistants assigned to each department director will serve primarily as coordinators, working out specific problems as they arise, and providing rapid decision-making.

#### a. Records:

Individual participant records, based on those now being used in the ABCD employment centers, will be kept on each program participant and will be updated each time the participant progresses to a new program or job. Summaries of the records will be compiled weekly during the 8-week orientation period and monthly during the remainder of the program by the



clerical staff at each unit and by the central evaluation staff. This raw data will be summarized and compiled, using ABCD's IBM 360 computer on a pro rata charge basis. The data also will be used by department heads in orienting day-to-day activities, and by the program historian and his assistant in compiling monthly, quarterly, and final reports on the program. Specific measures of effectiveness to be reported on include numbers served, placements, dropout rates, increase in income level, and such others as may be developed.

A major source of evaluation information will be the participants themselves. A large follow-up team will be employed to report on participants' success in jobs and program placements and to obtain participants' reactions to the program. Each will be interviewed one, three, and six months after placement.

b. Program Evaluation:

An autonomous evaluation staff will be set up within the program and will compile regular reports, at least once a month with special emphasis on analyzing the data collected by follow-up workers to determine whether placements have been successful. Specific reports will be compiled semi-annually on each phase of the program, and an overall report to be compiled by the end of the program year will include statistical analysis of characteristics of applicants and of placement results. It will also include analysis of the program by staff members of participating agencies and a guideline for incorporation of successful features into on-going programs.





The monthly evaluation reports will provide not only a history of the program as it progresses, but short-range guides for revision and re-direction of the program or of any of its components.

c. Financial Control:

An autonomous financial and contract control office will be established for the program. This office will include the professional financial staff specified in the MDTA budget plus payroll clerks for the various stipend-paying programs. Basic accounting facilities of ABCD, Inc., will be used for actually compiling the books of account necessary for the program, but all expenditures will be subject to approval by the program's financial control office. Monthly statements of expenses and obligations will be compiled for each budget account within the program, as well as the regular quarterly and monthly statements.

4. Agency Responsibilities:

ABCD:

Overall direction and coordination of the program, operation of NECs, in cooperation with DES' operation of one orientation center; operation of orientation center in cooperation with General Dynamics; operation of Neighborhood Youth Corps, Scheuer, Nelson, Foster Grandparents, and OJT programs.

OIC:

Operation of two orientation centers.



Division of Employment Security:

Provision of basic manpower services, including counseling and testing of applicants during initial orientation period. Provision of placement interviewers at NECs, recruitment and referral of applicants from target area to the program, administration of MDTA stipends, through provision of an allowance officer at each orientation center. Provision of counselors for each orientation center throughout the program period.

Bureau of Apprenticeship and Training:

Administration of OJT program.

5. Proposed Program Subcontracts:

a. To Opportunities Industrialization Center:

Operation for two orientation centers, funded by MDTA, in accordance with the attached budget.

One of the two centers scheduled for operation by OIC may in turn be re-subcontracted to the South End Manpower Council, if and when such group is incorporated. The Council is planned as a federation of organizations currently carrying on manpower activities in the South End. In any case, orientation centers in Roxbury and in the South End will be subcontracted to community groups.

b. To the Massachusetts Division of Employment Security:

For provision of counseling, testing, and job development in the orientation centers, subject to policy direction by ABCD.



Funds are requested from the program to station the following DES staff at the orientation centers on a permanent basis:

2 vocational testers

8 placement interviewers

15 vocational counselors

4 allowance officers (to process MDTA stipend papers).

10 job developers

In addition, the ABCD Manpower Director and the DES project representative may arrange for any additional budgeted positions (primarily counselors) to be filled by a DES staff member.

The program will also include funds for stationing a systems specialist in the Placement Department and for assigning high-level DES staff members to devote full time to direct supervision of the program's manpower services.

c. To various community groups:

Specifically including the Area Planning-Action Councils in the target area, OIC, the Greater Boston Urban League, and the DES Youth Opportunity Center in Jamaica Plain (see Appendix I) funds for twenty temporary outreach workers, to be hired only for the initial eight-week period.

D. Basic Strategies and Approaches:

1. Specific Aspects of the Program



a. Involvement of the Private Sector:

There will be a three-pronged approach aimed at maximum involvement of business in the Boston area in the program. First, in the planning stage, discussions are being held with major industries, such as General Dynamics, and most of the city's banking and insurance firms in an attempt to line up a maximum number of job opportunities in advance. In addition, this early discussion has produced a major innovation in the program through an offer of General Dynamics to operate job and shop orientation facilities at one orientation center, and to offer jobs to all persons who show evidence of competence. This one facility is expected to produce approximately 150 to 200 placements.

Second, an effort is now being launched through the Mayor's Office to enlist cooperation of all top-level executives in major industries in Boston. Representatives of industry associations will participate in regular meetings of the coordinating committee, and there will thus be a major thrust for opening up new jobs from the highest levels of industry.

Third, the program will stress individualized, door-to-door job development. A bank of 4500 jobs (see Appendix E) has already been compiled, and job developers are at work enlarging it, with special emphasis on the redefinition of jobs to permit expanded hiring of the unskilled. During the 8-week initial phase of the program, job developers will arrange for interviews by employer representatives at the orientation centers and will also accompany groups of applicants to plants (mini-buses will be





rented for this purpose, and will take a group to one plant, return to the center for another group, and, in general, permit maximum numbers of applicants to be interviewed in the shortest possible time).

Three job developers under direct supervision of DES will be assigned full-time to each orientation center and will work with the counselors and the center supervisors to suggest appropriate placements for applicants.

In addition to reimburseable OJT contracts, there are already available approximately 500 job openings in which the employer provides standardized training. These "direct placement-training" slots have been developed by ABCD Manpower personnel during the past three months, and will be made available to program participants.

b. Public Sector Employment:

Because of strict limitations on public-sector hiring that are imposed by the Massachusetts Civil Service laws, the Scheuer Amendment will be used to promote hiring. Most agencies are prohibited by law from hiring outside the Civil Service system, which normally involved no less than a six-month delay in filling vacant positions. However, they may be able to add sub-professional aides, whose salaries are paid by Scheuer funds, and use the aides' first year on the job in order to prepare them for Civil Service examinations and to clear away some of the administrative road blocks to hiring. General agreements to use aides in this fashion have been reached with Boston Police Department, the Boston Redevelopment Authority, and Boston Housing Authority. In these agencies and in others that will join the Scheuer



program, new sub-professional categories will be developed within each agency's administrative structure, thereby opening the way to public employment for many who could not otherwise qualify. The administrator of the Scheuer program will, during the course of the year, make a thorough study of Civil Service procedures and will work with agency representatives to develop new sub-professional categories and incorporate them in the merit system.

c. "Second-chance" Opportunities:

The orientation center concept that is at the heart of the program is based on the belief that second, third, and even fourth chances must be provided for inner city residents in order to make it possible for them to break out of the cycle of poverty. It is clear that not all those recruited will be able to be placed, and that not all those placed will succeed in their first job. The centers will offer open-ended skill screening, employment orientation, counseling, testing, and basic education for these dropouts, and for those who have not been placed. The basic program for each participant in the center operations will be determined by the participant and a counselor, but, in outline, the program will include the following:

Orientation:

Approximately two weeks (although actual classes will be apread over the entire 11-week cycle) of job orientation, counseling, and testing, with strong emphasis on work habits, punctuality, grooming, and other requisites of job holding.



Skill Screening:

Six to eight weeks of work in the shop areas. Depending on the wishes and abilities of the applicant, this period may provide intensive, although introductory orientation to a specific vocational skill area, or it may be used to permit comprehensive exposure to a variety of skills and so enable the applicant to have a better idea of the kind of job or training in which he might be likely to succeed.

Job Development:

In the last portion of the skill-center training, the applicant will be assigned a job developer whose specific responsibility it will be to find a suitable placement in which the applicant can succeed.

For many applicants who have little or no work experience, the in-shop orientation will be their first systematic organized introduction to basic tools and work methods, as well as to work habits and attitudes. The plan for the centers is based in part on the experience in New Haven, Connecticut, in which they were used as a major motivating, screening, and training resource, and on the experience of Opportunities Industrialization Centers across the country, which have provided competent, effective skill training along with basic education and motivational components. These experiences have shown that a well-equipped shop staffed by competent instructors, is an essential ingredient in motivating "hard-core" unemployed, particularly youth.

To make the second-chance opportunity even more realistic, MDTA stipends will be paid to program participants in the



day-time orientation center program (the centers will also be opened evenings to provide basic education and additional orientation for those already on the job, but these trainees will not receive stipends.

Additional second-chance opportunities will be provided through the expanded Neighborhood Youth Corps program and through the work crew program under the Nelson Amendment. NYC will offer counseling, supervision, remedial education, and skill training for youths who may first try their luck on a job, then discover that they do not yet have the necessary habits, attitudes, and skills to succeed. Similarly, the Nelson work crews will offer money, and training, to those who drop out of other placements, or to those with erratic work histories.

d. Utilization of Funds:

The following components account for the major share of funding requested for the Boston program.

MDTA: Orientation for 1500 persons, second-chance training for 800, upgrading and supplementary training for 500, at a total annual cost of \$2.3 million.

NYC: An additional 150 out-of-school slots, at an annual federal cost of \$389,000.

OJT: 300 slots, with a maximum of twenty-six weeks each, plus supporting staff at an annual cost of \$174,000.

Scheuer: 200 slots at an annual cost of \$363,000.

Adult Work Crew and Foster Grandparents Expansion (Nelson):  
150 slots at an annual cost of \$402,000.





e. Linkages:

From the program participant's point of view, the central coordinating mechanism will be the orientation center. For example, when an NYC enrollee is ready for job placement, he will be referred back to the orientation center, or, in some cases, the Neighborhood Employment Center, for placement or job development.

On a broad scale, all programs within the program are tied together so that movement from one to another can be expected to be smooth and relatively easy. The orientation courses will lead into direct job placement and on-the-job training (not only that funded within the Boston Employment Program but also other existing OJT operations). The preliminary skill orientation in broad occupational areas in the shops (see Appendix J for list of shops) will, in many cases, qualify applicants for the ongoing formal MDTA institutional training programs. NYC placements will be in health and social-service agencies that may also furnish Scheuer placements some time in the future.

The Boston Employment Program will not, by itself, provide a comprehensive job finding, training, and placement mechanism. It will be tied to ongoing programs, particularly MDTA, to provide a comprehensive system of movement for applicants.

2. Innovations:

The primary innovative feature of the program is its emphasis on including skill screening and orientation within the framework



of the orientation centers, and, even more important, providing three different models of center operation. One center will be operated solely by ABCD, one in cooperation with private industry, and two by OIC. This mix will provide an opportunity for intensive evaluation of the effectiveness with which each center functions and provide a model not only for Boston, but also for numerous other communities in establishing such centers.

Benefits from this mixture of various training facilities include a choice of facilities for program participants, and opportunity for units within the project to learn from each other, and ultimately, prospects for a conclusive test of which kind of training facility is best suited to meeting the needs of the unemployed population of the inner city.

Assuming that any or all of the models prove successful, funding will be sought in significantly greater amounts from industry groups, who have expressed willingness to join in such a venture once they see that it will produce a new reservoir of competent potential employees. In addition, various aspects of the skill-center program may be incorporated into on-going MDTA operations as part of the State Manpower Plan.

E. Administrative Machinery:

The Boston Employment Program offers an opportunity to establish an efficient administrative organization for tying together the various Manpower programs now operating in the target area. The accompanying charts describe in detail how this administrative structure will function.



Briefly, the program will be under the administrative direction of the ABCD Manpower Director, who will contract with DES for provision of basic manpower services. Responsibilities of ABCD, the prime contractor, will include overall administrative direction, as well as direct operating responsibility for all aspects of the program not specified as subject to subcontract in Item C above.

Functionally, the program will be integrated with ABCD's existing Manpower operations, including OJT, NYC, and operation of Neighborhood Employment Centers. There will be an overall Boston Manpower system structure established as a result of the program, and it will be subdivided into the following divisions: orientation centers, counseling and testing, neighborhood employment centers, work programs, placement, analysis and evaluation, and development and control.

The following charts illustrate this machinery in more detail:



ABCD BOARD OF DIRECTORS

EXECUTIVE DIRECTOR

MANPOWER DIRECTOR . . . . . USEP PLANNING COMMITTEE

ASSOCIATE MANPOWER DIRECTOR

DIRECTOR OF COUNSELING & TESTING	DIRECTOR OF ORIENTATION CENTERS	NEG DIRECTOR	DIRECTOR OF WORK PROGRAMS	PLACEMENT DIRECTOR	DIRECTOR ANALYSIS & EVALUATION	DIRECTOR DEVELOPMENT & CONTROL
--	---------------------------------------	-----------------	---------------------------------	-----------------------	--------------------------------------	--------------------------------------

ASSISTANTS	<u>7</u> NECS	NYC ( <u>250</u> )	DEP.-ADMIN.	LABOR MARKET ANALYST	BUDGET AND CONTRACTS
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<u>4</u> ORIENTATION CENTERS	2 NECS	NYC (150)	DEP.-SPECIAL PROJECTS	FOLLOW-UP & DATA COLL.	HISTORIAN, EVALUATION, AND DEVELOPMENT
NYC CENTER		<u>JOB CORPS</u>	21 DEVELOPERS		

<u>NYC CENTER</u>	FOSTER GRANDPARENTS (36)	OJT	TELETYPE
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FOSTER GRANDPARENTS (50)	TRAINER- COACHES
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SCHUEYER

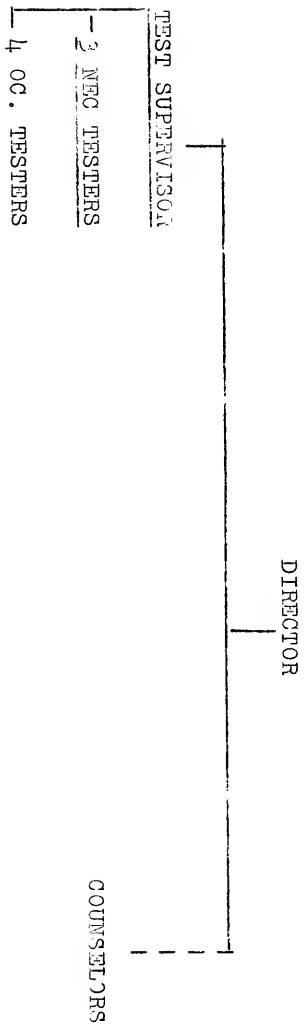
WORK CREW  
(NELSON)

DIVISIONS UNDERLINED FUNDED  
OUTSIDE PROGRAM



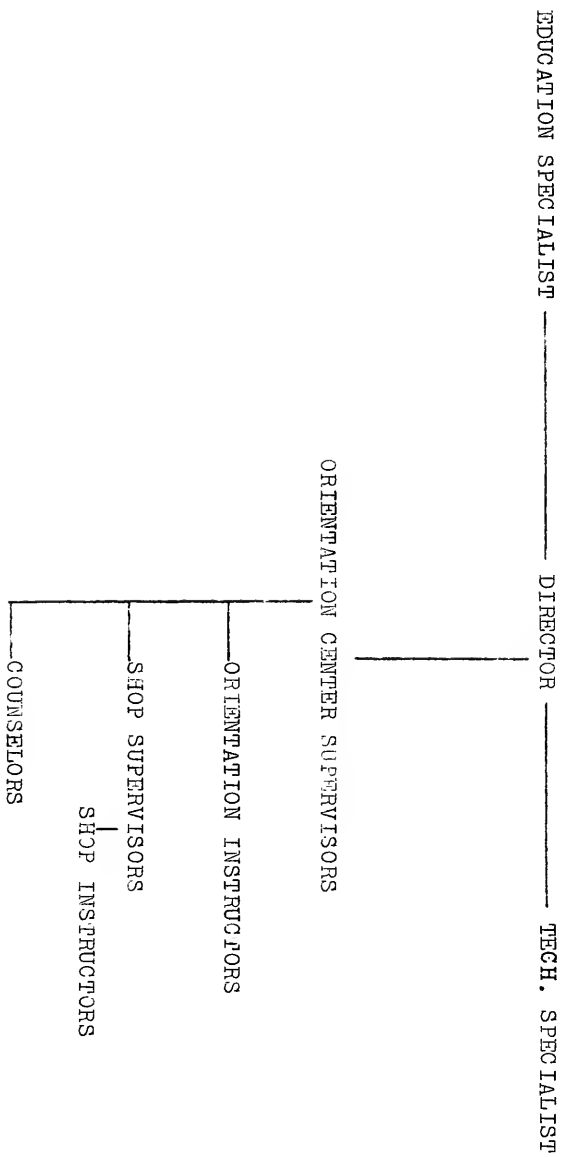


COUNSELING AND TESTING



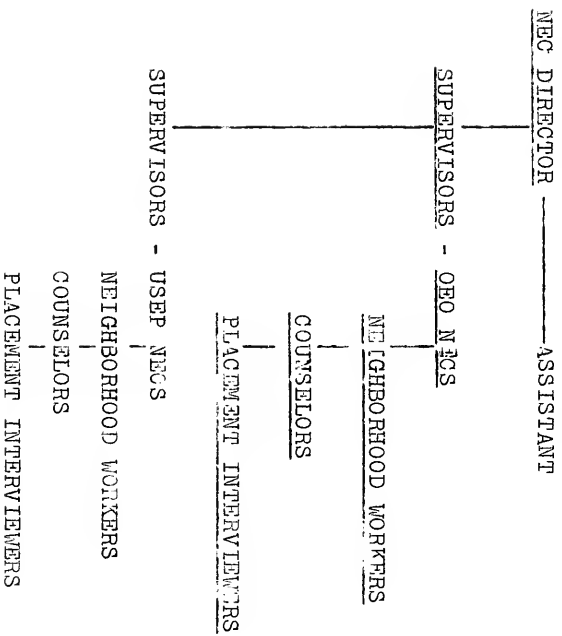


ORIENTATION CENTERS





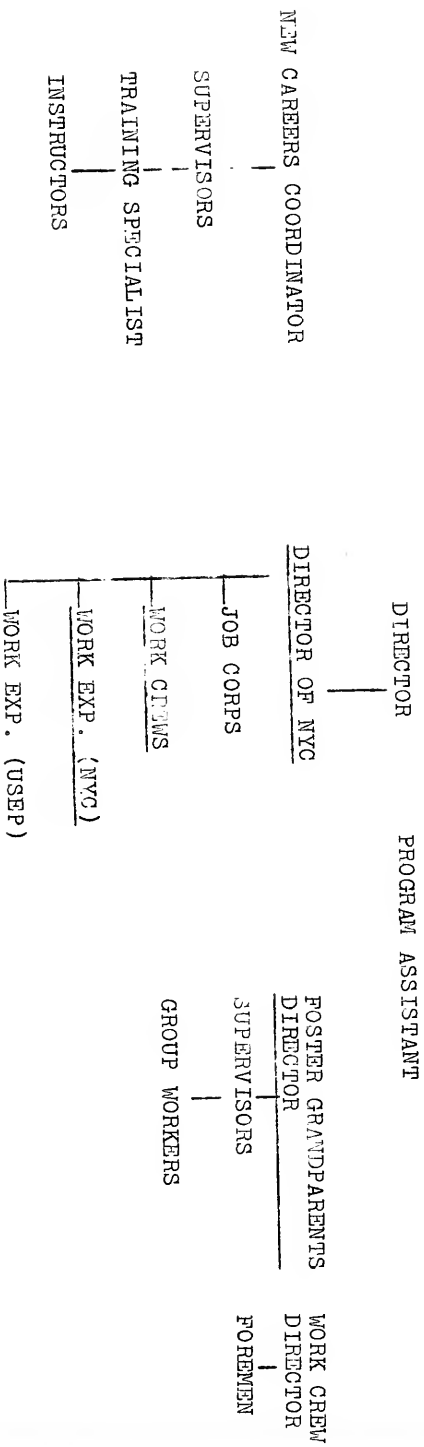
NEIGHBORHOOD EMPLOYMENT CENTERS



DIVISIONS UNDERLINED FUNDED OUTSIDE PROGRAM



WORK PROGRAMS

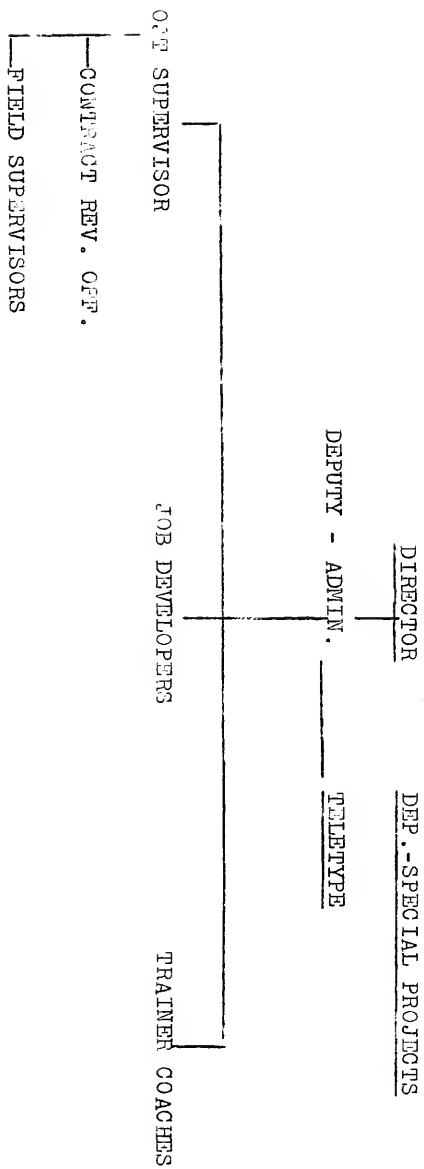


DIVISIONS UNDERLINED FUNDED OUTSIDE PROGRAM



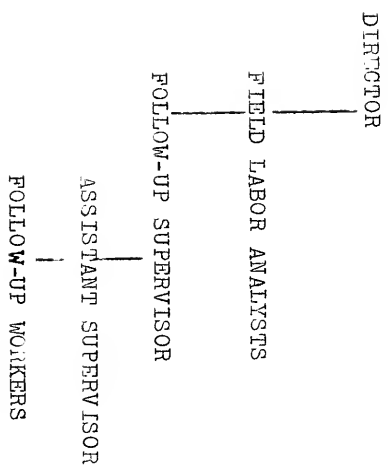


PLACEMENT



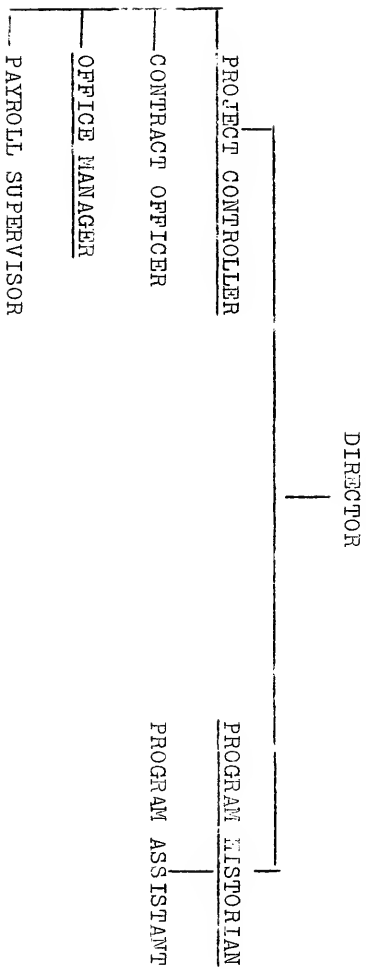


ANALYSIS AND EVALUATION





DEVELOPMENT AND CONTROL



DIVISIONS UNDERLINED FUNDED OUTSIDE PROGRAM



BUDGET SUMMARY: CONCENTRATED IMPACT EMPLOYMENT PROGRAM FOR BOSTON

	FEDERAL	SPONSOR
NEW CAREERS	\$ 867,174	\$ 100,000
MDTA	2,292,799	--
NEIGHBORHOOD YOUTH CORPS	388,809	67,500
SPECIAL IMPACT	1,008,130	113,463
TOTAL	<u>\$4,556,912</u>	<u>\$280,963</u>





NEW CAREERS PROGRAM -- SCHEUER AMENDMENT FUNDING

<u>SUMMARY</u>	<u>TOTAL</u>	<u>SPONSOR</u>	<u>FEDERAL</u>
<u>Enrollee Costs</u>			
A. Enrollee Wages	\$571,200		\$571,200
B. Cost of Fringe Benefits for Enrollees	45,124		45,124
C. Enrollee Transportation	17,200		17,200
D. Supportive Services not supplied by Staff	13,000		13,000
Total Enrollee Costs	\$646,524		\$646,524
<u>Staff Costs</u>			
A. Salaries and Wages			
1. Project Administration	\$ 71,078		\$ 71,078
2. Counseling	15,000		15,000
3. Supervision	158,800	90,000	68,800
4. Remedial Education	15,000		15,000
Total Salaries and Wages	\$259,878	\$ 90,000	\$169,878
B. Cost of Fringe Benefits for Staff	24,727		24,727
C. Staff Travel Expenses	4,140		4,140
Total Staff Costs	\$288,745	\$ 90,000	\$198,745
<u>Operational Costs</u>			
A. Equipment			
1. Office Equipment	\$ 4,000		\$ 4,000
2. Project Equipment	3,000		3,000
B. Rent and Space Costs	14,000	10,000	4,000
C. Other Direct Costs	10,905		10,905
Total Operational Costs	\$ 31,905	\$ 10,000	\$ 21,905
TOTAL COST OF PROJECT	<u>\$967,174</u>	<u>\$100,000</u>	\$867,174



NEW CAREERS PROGRAM: ENROLLEE COSTS

<u>AGENCY</u>	<u>No. of Enrollees</u>	<u>Hrs. per Week</u>	<u>No. of Wks.</u>	<u>Hourly Rate</u>	<u>Total Hours</u>	<u>Total Wages</u>
Private, non-profit agencies*	60 male 25 female	35	52	\$1.92	154,700	\$297,024
Boston Redevelopment Authority	15 male	35	52	\$1.92	27,300	52,416
Boston Housing Authority	15 male	35	52	\$1.92	27,300	52,416
City of Boston**	75 male 10 female	35	52	\$1.92	154,700	297,024
TOTALS	165 male 35 female				364,000	698,880
Less Phase-In***						127,680
NET ENROLLEE WAGES						\$571,200

\*Including United South End Settlements (5), Massachusetts Credit Union Assn. (18), Elizabeth Peabody House (3), Boston Y.M.C.A. (25), Associated Jewish Community Centers (9), Big Sister Assn. (2), Judge Baker Clinic (2), Freedom House (5), Boys Clubs of Boston (3), Federated Dorchester Settlements (6), and Roxbury Federation of Neighborhood Houses (7).

\*\* Includes Boston Police Dept. (78), Welfare Dept. (3), and Office of Neighborhood Improvement (4).

\*\*\*Phase-In calculated on the assumption that program will reach full enrollment of 200 in 18 weeks, and that average enrollee will be at work 43 weeks during the year.



NEW CAREERS PROGRAM: ENROLLEE COSTS (continued)

Fringe Benefits

F.I.C.A. @ 4.4% of \$571,200	\$25,132	
Workmen's Compensation @ 3.5% of \$571,200	19,992	
Total Fringe Benefits		\$ 45,124

Enrollee Transportation

40¢ per day per enrollee, for an average of 43 weeks, for public transportation between job sites and special class locations, for 200 enrollees		17,200
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Supportive Services

Medical Examinations for 200 enrollees ○ \$15 per examination (supplied by Boston City Hospital)	3,000	
Tuition Allowance: \$100 per person for an estimated 100 enrollees	10,000	
Total Supportive Services		13,000

TOTAL ENROLLEE COSTS (all federal cost)		\$646,524
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NEW CAREERS PROGRAM: STAFF COSTS (continued)

	<u>Total</u>	<u>Sponsor</u>	<u>Federal</u>
<u>Fringe Benefits:</u>			
F.I.C.A.: 4.4% of \$169,878	\$ 7,475		\$ 7,475
Workmen's Compensation: 3.5% of \$169,878	5,946		5,946
Health Insurance: 1.8% of \$154,878*	2,788		2,788
Retirement: 5.5% of \$154,878	8,518		8,518
*Excludes Part-Time Staff			
Total Fringe Benefits	<u>24,727</u>		<u>24,727</u>
<u>Staff Travel Expenses:</u>			
100 miles per week @ 10¢ per mile for use of personal cars by staff members on local project business	.520		520
Rental of two cars @ \$125 per month for use on local project business	3,000		3,000
Out-of-town travel: \$300 trans- portation expenses plus 20 days @ \$16 per diem for attendance at government conferences and inspection of other projects	620		620
Total Travel Expenses	<u>4,140</u>		<u>4,140</u>
TOTAL STAFF COSTS	<u>\$288,745</u>	<u>\$90,000</u>	<u>\$198,745</u>





NEW CAREERS PROGRAM: STAFF COSTS (continued)

	<u>Total</u>	<u>Sponsor</u>	<u>Federal</u>
<u>Fringe Benefits:</u>			
F.I.C.A.: 4.4% of \$169,878	\$ 7,475		\$ 7,475
Workmen's Compensation: 3.5% of \$169,878	5,946		5,946
Health Insurance: 1.8% of \$154,878*	2,788		2,788
Retirement: 5.5% of \$154,878	8,518		8,518
*Excludes Part-Time Staff			
Total Fringe Benefits	<u>24,727</u>		<u>24,727</u>
<u>Staff Travel Expenses:</u>			
100 miles per week @ 10¢ per mile for use of personal cars by staff members on local project business	.520		520
Rental of two cars @ \$125 per month for use on local project business	3,000		3,000
Out-of-town travel: \$300 trans- portation expenses plus 20 days @ \$16 per diem for attendance at government conferences and inspection of other projects	620		620
Total Travel Expenses	<u>4,140</u>		<u>4,140</u>
TOTAL STAFF COSTS	<u>\$288,745</u>	<u>\$90,000</u>	<u>\$198,745</u>



NEW CAREERS PROGRAM: OPERATIONAL COSTS

	<u>Total</u>	<u>Sponsor</u>	<u>Federal</u>
<u>Equipment</u>			
A. Office Equipment (estimate)	\$ 4,000		\$ 4,000
B. Project Equipment (estimate)	3,000		3,000
<u>Rent and Space Costs</u>			
Rental of 1000 sq. ft. of office space @ \$4 per sq. ft. per yr. for use by 10 project staff members	\$ 4,000		\$ 4,000
Use of 10,000 sq. ft. of space supplied by participating agencies, 25% use of space for new careers training pur- poses; space valued at \$4 per sq. ft. per yr.	\$10,000	\$10,000	
Total Space Costs	<u>\$14,000</u>	<u>\$10,000</u>	<u>\$ 4,000</u>
<u>Other Direct Costs</u>			
Office Supplies: estimated \$75 per month	900		900
Four telephone lines @ \$25 per month (including toll calls)	1,200		1,200
Payroll Service @ 20¢ per check	2,205		2,205
Consultant Services @ \$300 per mo.	3,600		3,600
In-service staff training @ \$250 per month	3,000		3,000
Total Other Direct Costs	<u>\$10,905</u>		<u>\$10,905</u>
TOTAL OPERATIONAL COSTS	<u>\$31,905</u>	<u>\$10,000</u>	<u>\$21,905</u>



MDTA: SUMMARY (all federal funds)

Enrollee Costs

A-MDTA Training Allowances	\$387,000	
B-Enrollee Transportation	45,080	
Total Enrollee Costs		\$432,080

Staff Costs

A-Wages and Salaries	1,237,132	
B-Fringe Benefits	136,837	
C-Staff Transportation	4,900	
Total Staff Costs		1,378,869

Operational Costs

A-Equipment		
1-Office Equipment	10,000	
2-Project Equipment	90,000	
B-Rent and Space Costs	164,000	
C-Other Direct Costs	43,920	
Total Operational Costs		307,920
On-the-Job Training		173,930

TOTAL COST OF PROJECT		\$2,292,799
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MDTA: ENROLLEE COSTS

ORIENTATION SLOTS	No. of Enrollees*	No. of Weeks (ave.)	Rate per Week**	Amount
1. Orientation-youth	400 male 100 female	2	\$20	\$20,000
2. Orientation-adult	350 male 50 female	2	\$50	40,000
3. Orientation- Welfare Incentive	100 male 100 female	2	\$20	8,000
4. "Second-Chance"- youth	225 male 75 female	11	\$20	66,000
5. "Second Chance"- adult	300 male 100 female	11	\$50	220,000
6. "Second Chance"- Welfare Incentive	75 male 75 female	11	\$20	33,000
TOTALS	1450 male 500 female***			<u>\$387,000</u>

Enrollee Transportation (see attached sheet) 45,080

TOTAL ENROLLEE COSTS \$432,080

\*Estimates based on characteristics of applicants at NECs

\*\*Based on standard MDTA allowance rates

\*\*\*Totals show some duplication, because of second-chance opportunities.  
1500 persons will receive initial orientation of whom 1100 are  
estimated to be eligible for allowances.





## Line Item Detail: Trainee Transportation

1. 40¢ per day for use of rapid transit for average of 215 screening and training participants, 44 weeks	\$18,920
2. Charter buses-orientation period-for tours of plants 5 buses @ \$240/wk.; 8 weeks	9,600
3. Charter buses, screening and training; 1 bus @ \$240 per week, 44 weeks	10,560
4. 40¢ per day for rapid transit for orientation participants, average 2 weeks each, 1500 participants	6,000
TOTAL	\$45,080



MDTA: STAFF COSTS (All staff 52 weeks unless otherwise indicated)

SALARIES AND WAGES

I-Program Administration Staff

Orientation Coordinator @ \$240/week	\$ 12,480
Orientation Assistant @ \$175	9,100
Recruitment Director @ \$190	9,880
Counseling and Testing Director @ \$210	10,920
Placement Director @ \$231	12,000
Follow-up Assistant @ \$125	6,500
Evaluation and Budget Director @ \$190	9,880
Budget Officer @ \$153	8,000
Payroll and Personnel Officer @ \$153	8,000
Program Assistant-Evaluation @ \$125	6,500
3 Secretaries @ \$100	15,600
2 Clerk-Typists @ \$85	8,840
Total Program Administration	117,700

II-DES Staff: Basic Manpower Services

DES Coordinator @ \$200	10,400
DES Asst.--Placement @ \$135	9,620
DES Asst.--Counseling @ \$135	9,620
Labor Market Analyst @ \$135	9,620
Labor Market Field Worker @ \$150	7,800
Systems Specialist @ \$150	7,800
10 Job Developers @ \$140	72,800
15 Vocational Counselors @ \$150	117,000
4 MDTA Allowance Officers @ \$140	29,120
2 Vocational Testers @ \$120	12,480
8 Placement Interviewers @ \$145	60,320
4 Clerk-Typists @ \$80	16,640
4 Vocational Testers (8 weeks only) @ \$120	3,840
Principal Clerk @ \$115	5,980
Asst. Training Supt. (4 mos. only)	2,600
Total DES Staff	375,640

III-ABCD-OIC Staff: Field Operations

8 Job Developers @ \$140	58,240
12 Trainer-Coaches @ \$135	82,240
9 Counselors @ \$140	65,520
2 Vocational Testers @ \$120	12,480
4 Secretaries @ \$92	19,136



III-ABCD-OIC Staff: Field Operations (cont.)

4 Records Clerks @ \$85	17,680
4 Typist-Receptionists @ \$77	16,016
12 Classroom Instructors @ \$135	84,240
40 Job & Shop Instructors @ \$150 (44 weeks)	264,000
12 Neighborhood Worker-Recruiters @ \$100	62,400
16 Part-time Follow-up Workers @ \$50 (44 weeks)	35,200
20 Recruiters (8 weeks only) @ \$100	16,000
8 Classroom Instructors (8 weeks only) @ \$135	8,640
Total ABCD-OIC Field Operations	743,792

TOTAL WAGES AND SALARIES	\$1,237,132
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# ASSIGNMENT OF DIVISION OF EMPLOYMENT SECURITY STAFF

The following DES staff will be assigned to the program:

<u>Number</u>	<u>Proposal Title</u>	<u>DES Title and Civil Service Grade</u>
1	DES Coordinator	Supv. Emp. Off. Manager (17)
1	Asst.--Placement	Emp. Off. Manager (16)
1	Asst.--Counseling & Testing	Prin. Emp. Counselor (15)
1	Labor Market Analyst	Supvs., Research & Stat. (16)
1	Labor Market Field Worker	L.M.E. (13)
1	Systems Specialist	Meth. & Proc. Spec. (13)
10	Job Developers	Principal Interviewers (12)
4	MDTA Allowance Officers	Principal Interviewers (12)
15	Vocational Counselors	Sr. Emp. Counselors (13)
2	Vocational Testers	S.C.I. (10)
8	Placement Interviewers	H.I. & P.I. (12 & 13)
4	Clerk-Typists	Jr. Clerk-Typists (2)
4	Vocational Testers (8 weeks)	S.C.I. (10)
1	Principal Clerk	Principal Clerk (9)
1	Asst. Training Supt. (4 months)	Asst. Training Supt. (13)

Total: 55 Positions





## STAFFING PATTERN FOR ORIENTATION CENTERS

The following staff will form the basic operating unit at each of the orientation centers:

Center Supervisor

Secretary

Records Clerk

Typist-Receptionist

6 Counselors

Vocational Tester

2 Placement Interviewers

3 Classroom Instructors

10 Job and Shop Instructors

3 Job Developers

2 Trainer-Coaches

3 Neighborhood Workers

4 Part-time Follow-up Workers

DES Clerk-Typist



MDTA: STAFF COSTS (cont.)

Total Wages and Salaries

1,237,132

Fringe Benefits

A-ABCD-OIC Staff:

1-FICA: 4.4% of 861,492	37,906
2-Workmen's Comp.: 1.35% of 861,492	11,630
3-Health Insurance: 1.25% of 861,492	10,769
4-Retirement: 8% of 861,492	68,919

Total	129,224
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B-DES Staff:

Group Insurance: \$12.44 per month per employee: 50 employees for 12 months, 4 employees for 2 months 1 employee for 4 months=612 emp./mos.	7,613
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Total Fringe Benefits	136,837
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Staff Transportation

A-Rental of two cars @ \$125 per month	3,000
B-100 miles per week @ 10¢ per mile for use of staff members' cars on project business	520
C-Out-of-town travel: 30 days @ \$16 per diem plus \$900 transportation expenses	1,380

Total Staff Transportation	4,900
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TOTAL STAFF COSTS

\$1,378,869



ON-THE-JOB TRAINING: SUMMARY

A. Training Personnel Services \$49,600

1. Wages and Salaries	\$41,600
2. Transportation and Subsistence	1,760
3. Insurance and Other Benefits	3,848
4. Social Security	1,830
5. Workmen's Compensation	562

B. Consumable OJT Materials 930

(see next page for line item detail)

C. Other Costs 123,400

(see next page for line item detail)

CONTRACTOR'S TOTAL TRAINING COST \$173,930

Occupations to be trained for: various

Number to be trained: 300

Number of trainees to be selected from unemployed: 300

Purpose of Training: job entry and/or skill improvement

Number to be hired by employer after completion of training: 300

Projected rates: minimum \$1.40 per hour; higher rates for  
most occupations

Length of OJT period: Maximum 26 weeks, 40 hours per week;  
average 20 weeks

Average training cost: \$400 (20 weeks training @ \$20 per week  
reimbursement to employer)

Maximum unit training cost: \$650 (26 weeks training @ \$25 per week)



CONTRACTOR'S TRAINING COSTS: (LINE ITEM DETAIL)

A. <u>TRAINING PERSONNEL SERVICES</u>		\$49,600
1. <u>Wages &amp; Salaries</u>		<u>\$41,600</u>
(a) OJT Specialist	\$9,000	
(b) 3 Field Supervisors @ \$7200	21,600	
(c) OJT Contract Officer	7,000	
(d) Secretary	4,000	
2. <u>Transportation &amp; Subsistence</u>		<u>1,760</u>
(a) Transportation		
100 mi./wk. @ 10¢ for each		
of 3 Field Supervisors	1,560	
(b) Subsistence and Out-of-Town		
Travel-\$120 travel expense		
plus 5 days @ \$16 per diem	200	
3. <u>Insurance &amp; Other Benefits</u>		<u>3,848</u>
(a) Retirement @ 8.0%	3,328	
(b) Health Insurance @ 1.25%	520	
4. <u>Social Security @ 4.4%</u>		<u>1,830</u>
5. <u>Workmen's Compensation @ 1.35%</u>		<u>562</u>
B. <u>CONSUMABLE OJT MATERIALS</u>		930
1. Trainee Supplies	---	
2. Practice Materials	---	
3. Stationery	200	
4. Postage	150	
5. Envelopes	50	
6. Forms	70	
7. Reproduction Costs	160	
8. Office Supplies	300	
C. <u>OTHER COST ITEMS CHARGEABLE TO OJT</u>		<u>123,400</u>
1. Maintenance and/or Repairs	--	
2. Waste and/or Scrap	--	
3. Office Rent (450 sq. ft. @ \$4		
per sq. ft.)	1,800	
4. Utilities	400	
5. Telephone	900	
6. Equipment Maintenance & Rental	300	
7. Subcontracts for OJT:		
300 contracts: average 20 weeks		
@ \$20 per week	120,000	

CONTRACTOR'S TRAINING COST: TOTAL \$173,930





# NEIGHBORHOOD YOUTH CORPS: SUMMARY

	Total	Sponsor	Federal
<u>Enrollee Costs</u>			
A-Enrollee Wages	\$257,985		257,985
B-Enrollee Fringe Benefits	14,361		14,361
C-Enrollee Transportation	13,500		13,500
D-Supportive Services	1,500		1,500
Total Enrollee Costs	288,046		288,046
<u>Staff Costs</u>			
A-Salaries and Wages			
1-Project Administration	26,435		26,435
2-Counseling	14,000		14,000
3-Supervision	100,260	67,500	32,760
Total Salaries and Wages	140,695	67,500	73,195
B-Staff Fringe Benefits	10,980		10,980
C-Staff Transportation	3,300		3,300
Total Staff Costs	154,975	67,500	87,475
<u>Operational Costs</u>			
A-Equipment			
1-Office Equipment	3,000		3,000
2-Project Equipment	2,000		2,000
B-Rent	3,600		3,600
C-Other Direct Costs	4,688		4,688
Total Other Costs	13,288		13,288
TOTAL COST OF PROJECT	<u>\$456,309</u>	<u>\$67,500</u>	<u>\$388,809</u>



# NEIGHBORHOOD YOUTH CORPS: ENROLLEE COSTS

Work Classification	No. of Enrollees	Hrs. per Week (ave.)	No. Wks.	Hours	Rate	Amount
Hospital Aides	50 male	27	52	70,200	\$1.40	98,280
Shop Aides	50 male	27	52	70,200	1.40	98,280
Clerical Aides	25 females	27	52	35,100	1.40	49,140
Traffic Aides	25 male	27	52	35,100	1.40	49,140
Totals	125 male 25 female	27	52	210,600	1.40	294,840
Less Phase-in (12.5%)				-26,325		-36,855
NET ENROLLEE WAGES						\$257,985

## Enrollee Fringe Benefits

A-FICA: 4.4% of \$257,985	11,351	
B-Workmen's Compensation: 3.5% of \$85,995 (non-federal work sites only)	3,010	
Total Fringe Benefits		14,361

## Enrollee Transportation

A-Charter bus @ \$100 per week to transport 50 enrollees to Hanscom AFB, Bedford, Mass. (30 miles from Boston)	5,200	
B-40¢ per day for public transportation for 100 enrollees between job site and remedial education component, for average of 45 weeks	9,000	
Total Enrollee Transportation		14,200

## Supportive Services

Medical Examinations for 150 enrollees @ \$10 (supplied by Boston City Hospital)	1,500	
Total Enrollee Costs		<u>\$288,046</u>



ENROLLEE WORK EXPERIENCE ASSIGNMENTS UNDER BOSTON EMPLOYMENT-NYC PROGRAM

1. Hanscom AFB Shop Aides: Enrollees will be assigned as aides to regular employees in the following shops and work areas at Hanscom Air Force Base: vehicle maintenance and repair, food service, clerical, metal working, and building maintenance. Enrollees will not operate machinery, but will assist regular employees in performing manual work and in duties generally appropriate to the work station. Each enrollee will receive orientation and instruction as appropriate to the work station.
2. Hospital Aides: Enrollees will be stationed at the U.S. Public Health Service Hospital in Brighton, the Veterans' Administration Hospital in West Roxbury. They will be assigned as aides in the food service and building maintenance departments and as nurses' assistants. Supervision will be provided by the regular hospital staff. Each enrollee will receive orientation and instruction as appropriate to the work station.
3. Clerical Aides: Enrollees will be assigned to United Community Service Agencies as filing and general office assistants, under the supervision of the regular clerical staff. They will receive orientation to the practices and procedures of the particular agency where they are working and to the office duties necessary for orderly functioning of the agency.
4. Traffic Dept. Aides: Enrollees will assist regular city staff in maintenance and repair of street markers and signs and traffic signals. They will also participate in traffic counts and other special departmental activities. Enrollees will be supervised by the regular Traffic Department maintenance staff and will be instructed in use of maintenance equipment and basic skills necessary for signal repair.



NEIGHBORHOOD YOUTH CORPS: STAFF COSTS

<u>Position</u>	<u>Sal./Wk.</u>	<u>Per Cent of Time</u>	<u>No. Wks.</u>	<u>Total</u>	<u>Sponsor</u>	<u>Federal</u>
Assist. Dir. NYC	\$ 192	100	52	10,000		10,000
Counselors (2)	134.62	100	52	14,000		14,000
Sec.-Payroll Clerk	115	100	52	5,980		5,980
6 Field Suprvs.	105	100	52	32,760		32,760
Clerk-typist	85	100	52	4,420		4,420
Agency Suprvs. (75)	115	15	52	67,500	67,500	
Director - Emp- loyment Program Work Program	259.61	23	52	3,105		3,105
Program Assistant- Work Program	145	23	52	1,734		1,734
Secretary - Work Programs	100	23	52	1,196		1,196
Total				\$140,695	\$67,500	\$73,195





LINE ITEM DETAIL - AGENCY SUPERVISION

Hanscom AFB: One supervisor will be assigned by the base to every four to five enrollees. It is estimated that there will thus be 12 supervisors, and that each will spend approximately 35 per cent of his time on regular duties and 15 per cent of supervision and instruction of youths.

Hospitals: Supervisors will be assigned at an average rate of one for every two enrollees (nurses' assistants will be assigned on a one-to-one basis, kitchen aides on a one-to-four basis, e.g.,) each supervisor will devote an estimated 15 per cent of his or her time to work with enrollees. There will be an estimated 25 supervisors.

Clerical: Supervisors will be assigned to enrollees on a one-to-one basis and will spend an estimated 15 per cent of their time instructing and supervising enrollees. There will be 25 clerical supervisors.

Traffic: Supervisors will be assigned on a ratio of one to every two enrollees and will spend an estimated 15 per cent of their time in training supervision. There will be 12 or 13 supervisors.

Average salary for all supervisors, who will range from skilled machinists and traffic engineers to clerical staff, is estimated at \$6,000 per year.



NEIGHBORHOOD YOUTH CORPS: STAFF COSTS (continued)

	Total	Sponsor	Federal
<u>Wages and Salaries</u>	\$140,965	67,500	73,195
FICA @ 4.4% of \$73,193	3,221		3,221
Workmen's Compensation @ 3.5% of \$73,193	2,562		2,562
Health Insurance @ 1.8% of \$73,193	1,318		1,318
Retirement @ 5.3% of \$73,193	3,879		3,879
Total Fringe Benefits	10,930		10,930
 Staff Travel Expenses			
Rental of two cars @ \$125 per month for use by project staff on official business	3,000		3,000
10 days @ \$16 per diem plus \$140 transportation expenses for out-of-town travel to government conferences and to observe other projects	300		300
Total Staff Travel	3,300		3,300
 TOTAL STAFF COSTS	<u>\$154,975</u>	<u>\$67,500</u>	<u>\$87,475</u>



# NEIGHBORHOOD YOUTH CORPS: OPERATIONAL COSTS

<u>Equipment</u>	Total	Sponsor	Federal
A-Office Equipment (estimate)	\$ 3,000		3,000
B-Project Equipment (estimate)	2,000		2,000

## Rent

900 sq. ft. of office space @ \$4 per sq. ft. per yr. for 100% use by 9 project staff	3,600	3,600
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## Other Direct Costs

Office Supplies @ \$25 per month	300	300
Telephone @ \$69 per month (including toll calls)	828	828
Payroll Service @ 20¢ per check	1,760	1,760
In-service staff training @ \$150 per month	1,300	1,800
Total Other Direct Costs	4,633	4,633

TOTAL OPERATIONAL COSTS	<u>\$13,233</u>	<u>\$13,288</u>
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SPECIAL IMPACT FUNDING: SUMMARY

	Sponsor	Federal	Total
Youth Education Program	\$33,775	\$82,225	\$116,000
Transportation Component	7,500	81,680	89,180
Day Care Services	--	50,400	50,400
Basic Education Component	11,688	73,194	84,882
Data Processing Services	--	36,000	36,000
Neighborhood Employment Centers	18,000	179,952	197,952
Adult Work Crew	42,500	377,179	419,679
Supportive Services	--	127,500	127,500
TOTAL	113,463	1,008,130	1,121,593





SPECIAL IMPACT FUNDING: YOUTH EDUCATION PROGRAM

	Federal	Sponsor	Total
<u>Personnel:</u>			
Supervisors @ \$7,500	\$79,665	4,212	83,877
6 Teachers @ \$7,200			
6 Specialists (1/3 time) @ \$2500			
1 Secretary @ \$4,500			
Tutors, 54 hrs./wk. @ \$1.50 (local)			
Fringe Benefits, Part-time staff @ 7.9%			
= \$1185			
Fringe Benefits, Full-time staff @ 15%			
= \$8280			
<u>Travel:</u> 50 mi./wk. @ 10¢	260		260
<u>Space:</u> 5,900 sq. ft. @ \$4 (6 classrooms @ 900 sq. ft., staff room @ 200 sq. ft., office and secretarial area @ 200 sq. ft.)		23,600	23,600
<u>Supplies:</u> \$75/month	900		900
<u>Equipment:</u>			
Books: \$30 per enrollee = 4,500		5,963	5,963
Repair and Replacement of Present Equipment (Value = \$9,750) @ 15% = 1,463			
<u>Other Costs:</u>			
Telephone: \$50/month	1,400	-	1,400
Postage: \$25/month			
Rental of films: \$500			
TOTAL	\$82,225	33,775	116,000



SPECIAL IMPACT FUNDING: TRANSPORTATION COMPONENT

	Sponsor	Federal	Total
1. Rental of 4 mini-buses @ \$150 per month plus \$20 per mo. operating costs to transport applicants between intake and orientation centers and between orientation centers and job-interview locations		\$ 8,160	\$ 8,160
2. 4 Mini-bus drivers @ \$5200 per year, plus 15 per cent fringe benefits		23,920	23,920
3. Purchase and operation of four used GSA sedans @ \$2000 (including purchase price, insurance, and operating costs) for use in errand-running by orientation center staff and for use in auto-repair orientation for NYC youths and other orientation program participants		8,000	8,000
4. Donation of 5 late-model sedans for staff and participant transportation by cooperating Boston area auto dealers. (value = \$125 per month per sedan)	7,500		7,500
5. Operation of two charter buses @ \$150 per week from Riverside station of Metropolitan Transit Authority to plant sites along Rte. 128, to carry an estimated 80 participants daily. (Round trip = 30 miles)		15,600	15,600
6. Operation of two charter buses @ \$250 per week to carry participants from pick-up points in the target area to plant sites in Waltham, Lexington, and other areas along Rte. 128, to carry an estimated 80 participants daily. Round trip = 50 miles. Participants using this service will be those without easy access to MTA transit facilities)		26,000	26,000
Total Transportation Cost	\$ 7,500	81,680	89,180



## SPECIAL IMPACT FUNDING: DAY CARE SERVICES

Day care for a limited number of children will be purchased from agencies participating in the Boston Head Start program. These services include provision of facilities meeting state standards for child care, salary and fringe benefits for appropriate supervision, and mid-day meals.

Estimated cost of day-care services only, excluding supplementary medical and educational programs normally provided through the Head Start program, is \$840 per year per child. Because of the high cost of the program, funds are requested for only sixty (60) day-care slots, with the expectation that slots will not be used permanently by the same applicants but that once mothers are working, they will be able to arrange alternate day-care provisions. The sixty slots, which will cost a total of \$50,400, will, it is estimated, provide day care for 180 children during the course of a year.

In addition, preference for enrollment in the regular Head Start program in Boston, which is also operated by ABCD, will be given to participants in ABCD's Manpower programs, including the concentrated impact effort. The Head Start program will provide, if present plans are approved by OEO, 750 year-round Head Start slots.

No local share is included in the \$50,400 estimate of day care costs.



SPECIAL IMPACT FUNDING: BASIC EDUCATION COMPONENT

I-Personnel:	Sponsor	Federal	Total
Basic Education Coordinator @ \$9,000		9,000	
Secretary @ \$4,500		4,500	
4 Full-time Instructors @ \$7,000		28,000	
8 Part-time Instructors @ \$2.50 per hr.; 15 hrs./week, 52 weeks		21,840	
Volunteer Instructors (local share) total 48 hrs. per wk.; \$3 per hr. (OEO volunteer rate)	7,488		
Total Salaries	7,488	63,340	70,828
Fringe Benefits: Full-time Staff: 15% of \$41,500		6,225	6,225
Fringe Benefits: Part-time Staff: 7.9% of 21,840		1,725	1,725
TOTAL PERSONNEL	\$ <u>7,488</u>	<u>71,290</u>	<u>78,778</u>
Office Space: 200 sq. ft. @ \$4 per year, including maintenance and utilities		800	800
Classroom Space: donated by local agencies, 3600 sq. ft. for 8 classrooms x \$4 per sq. ft./yr. x 25% use for basic education	3,600		3,600
Telephone: \$27 per month (ABCD average rate for one line, including toll calls)		324	324
Office Supplies: \$15 per month		180	180
Instructional Materials: \$100 per month (50% donated locally)	.00	600	1,200
Total Cost of Component	<u>\$11,688</u>	<u>\$73,194</u>	<u>\$84,882</u>





## SPECIAL IMPACT FUNDING: DATA PROCESSING SERVICES

ABCD, Inc. is installing an IBM 360 computer to handle all data-processing operations connected with anti-poverty activities in Boston. The Boston Employment Program proposes to purchase services from the data-processing division for the following tasks:

1. Bookkeeping and Accounting
2. Maintenance of up-to-date records on program participants
3. Compilation of job bank for use in matching job orders and job applicants
4. Compilation of performance records for the program and of analyses of participant characteristics and similar data.

The ABCD data-processing division has estimated that these tasks will require an average of 200 hours per month of staff and machine time, including coding, programming, and verification of results. Estimated average cost of the data processing staff is \$15 per hour.

Total data processing cost (estimated) for the entire program is thus  $\$15 \times 200 \text{ hours} \times 12 \text{ months} = \$36,000$ .

There is no local share on the data processing services component of the Special Impact funding.



SPECIAL IMPACT FUNDING: NEIGHBORHOOD EMPLOYMENT CENTER COMPONENT

	Federal	Sponsor	Total
<u>Personnel:</u>	\$163,112	-	\$163,112
2 Center Supervisors @ \$8,000			
4 Vocational Counselors @ \$7,000			
4 Placement Interviewers (DES) @ \$6500			
6 Neighborhood Workers @ \$5200			
2 Secretaries @ \$4500			
2 Clerk-coders @ \$4500			
2 Receptionists @ \$4000			
6 Follow-up Workers (part-time) @ \$2600			
(Total Annual Salaries = \$142,800)			
Fringe Benefits, full-time staff @ 1.5%			
= \$19,080			
Fringe Benefits, part-time staff @ 7.9%			
= \$1,232			
<u>Volunteers:</u> 6 @ \$3000 per year	--	18,000	18,000
<u>Travel:</u> 200 mi. per wk. @ 10¢	1,040	--	1,040
<u>Space Costs:</u> 2,000 sq. ft. @ \$4	8,000	--	8,000
Equipment	3,000	--	3,000
Supplies @ \$100/mo.	1,200	--	1,200
<u>Other Costs:</u>	3,600	--	3,600
Telephone @ \$200/month			
Teletype @ \$100/month			
TOTAL	179,952	18,000	197,952



MDTA: OPERATIONAL COSTS

Equipment

A-Office Equipment (estimate, including central offices and orientation centers)	\$10,000	
B-Project Equipment: estimate, 20 shop areas @ \$4500	90,000	
Total Equipment		\$100,000

Rent and Space Costs

A-Orientation Centers: 52,000 sq. ft. of space @ \$3 per sq. ft. per year	156,000	
B-Central Offices: 2000 sq. ft. @ \$4 per sq. ft. per year for use by 20 project staff	8,000	
Total Rent and Space Costs		164,000

Other Direct Costs

A-Office Supplies @ \$250 per month	3,000	
B-Telephone @ \$140 per center plus \$350 central per month	10,920	
C-In-service staff training and consultant services (estimate)	8,000	
D-Consumable Shop materials @ \$250 per center per month	12,000	
E-Enrollee Instructional Materials @ \$5 per orientation enrollee	7,500	
F-Publicity and Advertising (estimate)	2,500	
Total Other Direct Costs		43,920

TOTAL OPERATIONAL COSTS	\$307,920
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SPECIAL IMPACT FUNDING  
ADULT WORK CREW

SUMMARY	TOTAL	SPONSOR	FEDERAL
<u>Enrollee Costs</u>			
A-Enrollee Wages	\$238,875		238,875
B-Cost of Fringe Benefits for			
Enrollees	18,871		18,871
C-Enrollee Transportation	10,740		10,740
D-Supportive Services Not Supplied			
by Staff	1,500		1,500
Total Enrollee Costs	269,986		269,986
<u>Staff Costs</u>			
A-Salaries and Wages			
1-Project Administration	20,493		20,493
2-Recruitment	5,980		5,980
3-Supervision	102,000	42,000	60,000
Total Salaries and Wages	<u>128,473</u>	<u>42,000</u>	<u>86,473</u>
B-Cost of Fringe Benefits for			
Staff	12,972		12,972
C-Staff Travel Expenses	520		520
Total Staff Costs	141,965	42,000	99,965
<u>Operational Costs</u>			
A-Equipment			
1-Office Equipment	1,000		1,000
2-Project Equipment	500		500
B-Rent and Space Costs	2,100	500	1,600
C-Other Direct Costs	4,128		4,128
Total Operation Costs	7,728	500	7,228
TOTAL COST OF PROJECT	\$119,679	\$42,500	\$377,179





## ADULT WORK CREW: OPERATIONAL COSTS

	Total	Sponsor	Federal
<u>Equipment</u>			
A-Office Equipment (estimate)	\$1,000		1,000
B-Project Equipment (estimate)	500		500
<u>Rent</u>			
400 sq. ft. of office space @ \$4 per sq. ft. per yr. for 100% use by 4 project staff	1,600		1,600
500 sq. ft. of office space @ \$4 per sq. ft. per yr. for 25% use by 10 project staff (space to be donated at work sites)	500	500	
Total Rent	2,300	500	1,600
<u>Other Direct Costs</u>			
Office Supplies: \$25 per month	300		300
Telephone: \$69 per month, including toll calls	828		828
Payroll Service: 20¢ per check	1,200		1,200
In-service staff training: \$150 per month	1,800		1,800
Total Other Direct Costs	4,128		4,128
TOTAL OPERATIONAL COSTS	\$7,728	\$ 500	\$7,228



## ADULT WORK CREW: STAFF COSTS

<u>Position</u>	<u>Salary per Week</u>	<u>Per Cent of Time</u>	<u>No. of Weeks</u>	<u>Total</u>	<u>Sponsor</u>	<u>Federal</u>
Work Crew Dir.	\$173	100	52	9,000		9,000
10 Foremen	115	100	52	60,000		60,000
Recruiter-Screener	115	100	52	5,980		5,980
Secretary-Payroll Clerk	110	100	52	5,720		5,720
Agency Suprs.(20)	115 (ave.)	35	52	42,000	42,000	
Work Programs Director	259	22	52	2,970		2,970
Work Programs Assistant	145	22	52	1,659		1,659
Work Programs Secretary	100	22	52	1,144		1,144
Total Salaries and Wages				128,473	42,000	86,473
<u>Fringe Benefits</u>						
FICA: 4.4% of \$86,473				3,805		3,805
Workmen's Compensation: 3.5% of \$86,473				3,027		3,027
Health Insurance: 1.8% of \$86,473				1,557		1,557
Retirement: 5.3% of \$86,473				4,583		4,583
Total Fringe Benefits				12,972		12,972
<u>Staff Travel Expenses</u>						
50 miles per week @ 10¢ per mile for use of private cars for project business				260		260
\$100 transportation expenses plus 10 days @ \$16 per diem for travel outside Massa- chusetts to government conferences and to visit other projects.				260		260
Total Travel				520		520
TOTAL STAFF COSTS				\$141,965	\$42,000	\$99,965



## ADULT WORK CREW: ENROLLEE COSTS

WORK SITE	NO. OF ENROLLEES	HRS. PER WEEK	NO. WKS.	TOTAL HOURS	RATE	AMOUNT
City of Boston: Parks and Re- creation Dept.	60 male	35	52	109,200	\$1.50	\$163,800
Boston Redevelop- ment Auth.	30 male	35	52	54,600	1.50	81,900
Orientation Centers	10 male	35	52	18,200	1.50	27,300
TOTALS	100 male	35	52	182,000	1.50	273,000
Less Phase-in (12.5%)				-22,750		-34,125
NET ENROLLEE WAGES						\$238,875

Fringe Benefits

FICA @ 4.4% of \$238,875	10,510
Workmen's Compensation @ 3.5% of \$238,875	8,361
Total Fringe Benefits	\$18,871

Enrollee Transportation

\$120 per week for 52 weeks for use of charter bus to transport 50 enrollees from central pickup point to job site	6,240
40¢ per day for public transportation for 50 enrollees for an average of 45 weeks for use of bus and subway system to job sites	4,500
Total Enrollee Transportation	\$10,740

Supportive Services

Medical examinations @ \$15 for 100 enrollees (supplied by Boston City Hospital)	1,500
TOTAL ENROLLEE COSTS	\$269,716



SPECIAL IMPACT FUNDING: SUPPORTIVE SERVICES

The following supportive services will be supplied for participants in the MDTA orientation center program:

- |  |          |
|--|----------|
| 1. <u>Medical Examinations:</u> 1500 examinations, to be supplied by Boston City Hospital, @ \$15  | \$22,500 |
| 2. <u>Follow-up Health Services:</u> Medical, dental, and vision services for an estimated 750 enrollees, at an average cost of \$40. Such services will be supplied to all those needing health assistance as a prerequisite to employment  | 30,000   |
| 3. <u>Social Services:</u> Comprehensive social services, including legal aid, assistance in finding suitable housing, family and budget guidance, etc., for an estimated 500 enrollees in the MDTA program, at an estimated cost of \$150 per enrollee (cost of professional services and related expenses). To be supplied by Roxbury Multi-Service Center and South End Family Service Center | 75,000   |

Total Cost	<u>\$127,500</u>
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## NEW CAREERS PROGRAM

### Director

#### Qualifications:

Bachelor's Degree, and five years' experience in Manpower and/or social service programs with special emphasis on Civil Service and other government personnel procedures. Ability to work effectively with government personnel officials.

#### Duties:

1. Responsible for overall direction of New Careers Program.
2. Negotiate with government and private agency representatives regarding placement, training, and promotion of New Careers enrollees.
3. Develops training plans and selects staff for implementing those plans.

#### Reports to:

Director of of Work Programs

#### Salary:

\$12,000 - 13,000 per year

### Assistant Director

#### Qualifications:

Bachelor's Degree and/or three years experience in Manpower, Social Service, or personnel fields.

#### Duties:

1. Responsible to Deputy Director for day-to-day operation of New Careers Program.
2. Primary responsibility for implementing individual training programs with participating agencies.

#### Reports to:

New Careers Director

#### Salary:

\$9,000-11,000 per year



## Program Analyst

### Qualifications:

Bachelor's Degree, familiarity with New Careers Program and other Manpower and social service legislation

Ability to write clear concise program summaries and descriptions and the analytical ability necessary for evaluating program on a short-term basis

### Duties:

1. Prepares weekly and monthly summaries of operation of program.
2. Identifies gaps in program, plans innovations to correct deficiencies
3. Prepares necessary financial and administrative reports on program for regional and national supervisory staff

### Reports to:

New Careers Director

### Salary:

\$7,000-8,000 per year

## Training Director

### Qualifications:

Bachelor's Degree, and five years experience in personnel training, health, education and related fields

### Duties:

1. Prepares curricula for training enrollees in duties and responsibilities of positions with their agencies
2. Supervises educational specialist and training specialist, coordinates their work, and that of agency supervisors
3. Evaluates training supplied by any participating agencies and recommends improvements if necessary

### Reports to:

Assistant Director of New Careers Program

### Salary:

\$9,000 per year



## Educational Specialists

### Qualifications:

Bachelor's Degree and/or several years adult education or basic education teaching experience, and familiarity with operations of government and social service agencies

### Duties:

1. Provide classroom type instruction for enrollees in operation of their agencies and in necessary basic education subjects
2. Prepare educational plans for use by agency staff in day-to-day training of enrollees

### Reports to:

Training Director

### Salary:

\$1,375 per year ( will spend 25% of their time on New Careers Project)

## Counselors

### Qualifications:

Bachelor's Degree and/or experience in counseling inner-city residents

### Duties:

1. Provide general guidance and counseling on family problems, personal difficulties, and educational problems, for New Careers enrollees
2. Evaluate enrollee's ability to adapt to the New Careers Program and suggest ways of altering the program or of providing additional services to increase the program's effectiveness

### Reports to:

Assistant Director

### Salary:

\$7,000-8,000 per year



## Training Specialist

### Qualifications:

Experience at middle management levels and participating agencies, or experience in working on a one-to-one basis with inner-city residents

### Duties:

1. Day-to-day supervision of enrollees, in cooperation with staff of participating agencies
2. Preparation of bi-weekly reports on progress of enrollees and participation of staff conferences regarding possible changes in program that may be necessary

### Reports to:

Training Director

### Salary:

\$6,000 per year

## Training Aides

### Qualifications:

Should be inner-city residents and have ability to work effectively with agency personnel and with enrollees

### Duties:

1. Assist training specialists in supervision of enrollees on the job
2. Follow up enrollees who show signs of dropping out of the program, assist them in any way necessary to help them continue their work in the New Careers Program
3. Supply "leg work" necessary to get medical, legal, or other assistance for trainees

### Reports to:

Training Specialist

### Salary:

\$5,200 per year





Payroll Clerk

Qualifications:

Typing ability and arithmetical ability, should be inner-city resident

Duties:

1. Preparation of the weekly payroll for trainees
2. Keeping of all financial records of New Careers Program

Reports to:

New Careers Program Director

Salary:

\$5,000-5,600 per year

Secretary

Qualifications:

Typing and shorthand, ability in general secretarial skills, should be inner-city resident

Duties:

1. Personal secretary to director and management of clerical staff for New Careers Program
2. Management of general office files and other necessary tasks

Reports to:

New Careers Program Director

Salary:

\$5,200 per year



Clerk-typists

Qualifications:

Typing ability and general office skills, must be inner-city residents

Duties:

1. General typing including bi-weekly reports on enrollees prepared by training specialist
2. Maintenance of office files and other duties as assigned by secretary

Reports to:

Secretary

Salary:

\$4,400 per year



NEIGHBORHOOD YOUTH CORPS STAFF

Assistant Director of Neighborhood Youth Corps

Qualifications:

Bachelor's Degree and three years experience in youth work or other manpower fields

Duties:

1. Assist Director of Neighborhood Youth Corps (paid from existing NYC contract) in general operation of NYC Program
2. Particular responsibility for work experience component

Reports to:

Director of Neighborhood Youth Corps

Salary:

\$9,000 - 11,000 per year

Counselors

Qualifications:

Bachelor's Degree and/or experience in community work or other related fields

Duties:

1. Day-to-day counseling of enrollees
2. Providing vocational guidance and educational assistance for enrollees
3. Resolving problems that develop during the course of an enrollee's work with an agency

Reports to:

Work Experience Supervisor (funded out of existing NYC contract)

Salary:

\$7,000 per year



Payroll Clerk

Qualifications:

Secretarial ability plus knowledge of basic accounting techniques

Duties:

1. Preparation of the NYC enrollee payroll
2. General financial management of work experience component

Reports to:

Director of NYC project

Salary:

\$5,500 - 6,000 per year

Field Supervisors

Qualifications:

Ability to work with inner-city youth, particularly as evidenced by previous youth work or other involvement in community activities

Duties:

1. Day-to-day supervision of an average of twenty-five (25) enrollees, in cooperation with agency supervisory staff
2. Arranging for transfers of enrollees whose work stations are unsuitable
3. Preparation of bi-weekly reports on enrollee's progress
4. Follow-up of enrollees who appear to be dropping out of the program

Reports to:

Work Experience Supervisor

Salary:

\$5,500 per year





Clerk-typist

Qualifications:

Typing and general secretarial skills, Must be inner-city resident

Duties:

1. Typing and general office work as assigned by payroll clerk, director, and assistant director
2. Instruction of NYC enrollees assigned to ABCD in such secretarial skills

Reports to:

Work Experience Supervisor

Salary:

\$4,000 - 4,500 per year



ADULT WORK CREW PROGRAM STAFF

Work Crew Director

Qualifications:

Bachelor's Degree and five years experience at a supervisory level in either a field such as parks, highways, or other maintenance activity, or in Manpower and social service programs

Duties:

1. General direction of work crew program
2. Negotiations with participating agencies for work sites and supervision of enrollees
3. Coordination of work crew program with other work programs in the USEP effort to ensure a second chance for dropouts from other programs

Reports to:

Director of Work Programs

Salary:

\$3,000-10,000 per year

Foremen

Qualifications:

Experience in a supervisory role preferably in an organization like those in which enrollees will be stationed, should be inner-city resident

Duties:

1. On-the-job supervision of work crew members
2. Coordination of work crew activities with programs of participating agencies

Reports to:

Recruit Director

Salary:

\$6,000 per year



Recruiter-Screener

Qualifications:

Experience in Manpower program and ability to interview inner-city residents

Duties:

1. Determination of eligibility of possible work crew enrollees
2. Preparation of necessary enrollment forms and other data on enrollees

Reports to:

Work Crew Director

Salary:

\$6,000 per year

Payroll Clerk

Qualifications:

General secretarial skills and a knowledge of basic accounting procedures, should be inner-city resident

Duties:

1. Typing and maintenance of office files
2. Such secretarial duties as are assigned by the work crew director



MDTA ORIENTATION CENTERS

Center Supervisor

Qualifications:

Bachelor's Degree, and three years experience in Manpower programs, youth work or related activities plus demonstrated supervisory ability.

Duties:

1. Supervises staff of orientation center
2. Coordinates activities of orientation center with other programs including OJT, NYC, New Careers, and Adult Work Crew
3. Responsible for coordination within the center including relations of counseling to orientation classes

Reports to:

Orientation Director

Salary:

\$10,000 per year

MDTA Stipend Officer

Qualifications:

Division of Employment Security member with experience in determining eligibility for trainee allowances

Duties:

1. Determining eligibility of trainees for allowances
2. Processing necessary papers relating to such allowances
3. Administering stipend loan fund and ensuring that all advances made from the loan fund are repaid when regular stipend checks arrive.





MDTA Stipend Officer (cont.)

Reports to:

Orientation Center Supervisor

Salary:

\$7,500-9,000 per year

Counselors

Qualifications:

Bachelor's Degree in counseling or social sciences, or Bachelor's Degree in a curriculum other than these with one year of experience which demonstrates an interest in and a knowledge of the disadvantaged, or a clear demonstration of interest, aptitude and capacity to perform counseling jobs, as evidenced by paid or volunteer experience with organizations furnishing social service to the disadvantaged

Duties:

1. Personal and motivational counseling for participants in the orientation program
2. Outlining occupational and training possibilities to participants
3. Recommending possible courses of action such as enrollment in a particular training program

Reports to:

Orientation Center Supervisor

Salary:

\$7,000 per year



### Vocational Testers

#### Qualifications:

Bachelor's Degree and/or three years experience in vocational testing, psychological evaluation or albeit fields

#### Duties:

1. Administers standard tests to trainees at orientation centers
2. Score tests and evaluate results to provide guidance for counselors
3. Evaluate test instruments and recommend the use of new instruments to deal with special problems such as testing of non-English speaking applicants or of illiterates

#### Reports to:

Orientation Center Supervisor

#### Salary:

\$6,000 per year

### Placement Interviewers

#### Qualifications:

Meets Division of Employment Security standards for Civil Service position of Placement Interviewer

#### Duties:

1. Interview trainees and match them with available job and OJT opportunities
2. Make referrals to employers and follow-up these referrals to determine if applicant has in fact been placed in a job

#### Reports to:

Orientation Center Supervisor

#### Salary:

\$6,000-7,500 per year



### Classroom Instructors

#### Qualifications:

Bachelor's Degree and/or three years experience in youth work, volunteer or full-time paid crew work, or instruction of the disadvantaged

#### Duties:

1. Conduct classes in employability skills such as filling out applications, grooming, how to conduct oneself in a job interview, etc.
2. Provide, in a classroom situation, information on various job possibilities
3. Conduct tours of employers' facilities to broaden trainees' perspective on available job opportunities

#### Reports to:

Orientation Center Supervisor

#### Salary:

\$7,000 per year

### Job and Shop Orientation Instructors

#### Qualifications:

Mastery of a given skill area and ability to explain the basic ingredients of jobs in this area to trainees who may have had little experience

#### Duties:

1. Conduct brief general orientation to their particular skill area for trainees during initial eight-week period
2. Provide skill screening for trainees through supervised use of equipment and machines in the shop area
3. Provide "second-chance" orientation during the on-going program



Job and Shop Orientation Instructors (cont.)

Reports to:

Orientation Center Supervisor

Salary:

\$7,500-8,500 per year (one instructor in each shop area will be designated to be in charge of the shop which will operate on a double session allowing for both daytime and evening orientation)

Job Developers

Qualifications:

Experience in business and industry personnel practices, ability to communicate effectively with both industry personnel staff, and with inner-city residents

Duties:

1. Development of list of available jobs by contacting employer representatives
2. Develop specific job openings for individual applicants based on applicant's abilities and potentials
3. Follow-up of applicants who have been placed to determine whether they are performing satisfactorily on the job

Reports to:

Placement Director

Salary:

\$7,000 per year





## Trainer-Coaches

### Qualifications:

Experience in either teaching or in a supervisory capacity, in business or industry, or in youth or group work either on a professional or on a long-term volunteer basis

### Duties:

1. Supervise groups of from eight to twenty trainees who have been placed with a given employer
2. Act as a mediator between these trainees and the employer during the first months on the job
3. Provide whatever supportive services are necessary to help trainees become successful employees
4. Follow-up the group of new employees for as long as necessary to ensure success (up to six months)

### Reports to:

Placement Director

### Salary:

\$7,000 per year

## Orientation Director

### Qualifications:

Bachelor's Degree and at least five years experience in government manpower programs, anti-poverty operations, or community service programs with emphasis on manpower and preparation for jobs, at least three years experience in a supervisory capacity with demonstrated ability to manage large organizations

### Duties:

1. Overall direction of the four orientation centers to be operated
2. Coordination of various units within the orientation centers including recruitment and intake, counseling and testing, classroom orientation, job and shop orientation, and placement



Orientation Director (cont.)

Duties (cont.):

3. Linkage of orientation center operations with other aspects of the overall program

Reports to:

ABCD Manpower Director

Salary:

\$12,500 per year

Orientation Assistant

Qualifications:

Bachelor's Degree and/or five years experience in manpower operations either in government programs or industry training and personnel operations

Duties:

1. General assistance to Orientation Director
2. Specific responsibility for maintenance of orientation centers including property control, supplying necessary equipment to centers, and other similar administrative tasks
3. Preparation of necessary reports and other documents relating to day-to-day operation of orientation centers

Reports to:

Orientation Director

Salary:

\$9,000 per year



Recruitment Director

Qualifications:

Bachelor's Degree and/or five years experience in manpower or social service programs preferably at the local level, special experience in outreach in the inner-city desirable

Duties:

1. Directs overall recruitment and outreach phase of the program
2. Supervises assignment and activity of neighborhood workers and recruiters
3. Assures coordination between various intake points and orientation centers so that none of those recruited are lost in the process

Reports to:

ABCD Neighborhood Employment Center Director

Salary:

\$10,000 per year

Director of Counseling and Testing

Qualifications:

Master's Degree in counseling, guidance, or related fields and/or seven years experience in vocational counseling and guidance activities

Duties:

1. Overall direction and coordination of counseling and testing component of program
2. Providing in-service training for counselors and vocational testers
3. Choice of testing instruments and modification of them as necessary to meet special problems

Reports to:

Manpower Director



Director of Counseling and Testing (cont.)

Salary:

\$11,000 per year

Follow-up Coordinator

Qualifications:

Bachelor's Degree and/or three years experience in manpower, social service, or other community-based programs

Duties:

1. Preparation of appropriate follow-up forms and procedures
2. Supervision of follow-up staff to ensure that all trainees are followed up at regular intervals following placement
3. Rough evaluation of follow-up data and compilation of statistical reports

Reports to:

Associate Manpower Director

Salary:

\$8,000 per year

Follow-up Assistant

Qualifications:

Should be inner-city resident with demonstrated ability to supervise indigenous workers

Duties:

1. Day-to-day supervision and assignment of follow-up staff
2. General assistance to follow-up coordinator as required

Reports to:

Follow-up Coordinator

Salary: \$6,500 per year





Placement Director

Qualifications:

Bachelor's Degree and/or ten years experience in business, industry, or government personnel procedures

Duties:

1. Supervises work of job developers, trainer-coaches, and placement interviewers
2. Conducts high level negotiations with employers to secure large numbers of job orders
3. Supervises work of on-the-job training unit
4. Negotiates with employers for industry-funded training programs

Reports to:

Manpower Director

Salary:

\$12,000 per year

Systems Specialist

Qualifications:

At least five years experience in the Division of Employment Security in the area of flow processes and employment center systems

Duties:

1. General supervision of flow process and orientation centers to ensure effective and speedy handling of applicants
2. "Trouble-shooting" to devise methods of easing bottlenecks as they arise during the program
3. Supervision of teletype and data-collecting systems

Reports to:

Placement Director

Salary:

\$9,000 per year



Evaluation and Budget Director

Qualifications:

Bachelor's Degree and /or five years experience in a supervisory capacity with responsibility for fiscal and for narrative reporting activities of a government agency or social service organization

Duties:

1. General supervision of program's financial staff and ensuring that program adheres to budget
2. Supervision of evaluation activities, preparation of regular evaluative reports
3. Development of innovations and changes in the program as it proceeds and writing of new proposals

Reports to:

ABCD Manpower Director

Salary:

\$10,000 per year

Budget Officer

Qualifications:

Bachelor's Degree and/or five years experience in bookkeeping and financial management

Duties:

1. Day-to-day supervision of program spending
2. Maintenance of simplified records to indicate financial status of program (detailed accounting records will be maintained by the ABCD accounting staff and will be separate from the day-to-day records kept by the evaluation and budget department)

Reports to:

Evaluation and Budget Director

Salary:

\$8,000 per year



Payroll and Personnel Officer

Qualifications:

Bachelor's Degree and three years experience in bookkeeping and/or personnel activities in a large organization

Duties:

1. Maintenance of program's personnel files and records
2. Maintenance of enrollees' stipend records (assisted by payroll clerks provided for in various program budgets)

Reports to:

Evaluation and Budget Director

Salary:

\$8,000 per year

Program Assistant - Evaluation

Qualifications:

Bachelor's Degree and/or experience in analytical writing

Duties:

1. Maintenance of day-to-day and month-to-month histories of the program
2. Writing of such evaluation reports as are directed by this proposal or by Manpower Director
3. General assistance in the area of program development

Reports to:

Evaluation and Budget Director

Salary:

\$6,500 per year



Labor Market Analyst

Qualifications:

Bachelor's Degree in business administration, labor, economics, or related fields, three years experience in personnel and labor analysis activities

Duties:

1. Preparation of general reports on the future of the job market and possibilities for jobs in training for program participants
2. Preparation of specialized studies of various industries with the aim of opening new jobs for the unskilled and the disadvantaged
3. Supervision of data collecting and data processing activities

Reports to:

Manpower Director

Salary:

\$10,000 per year

Labor Market Field Worker

Qualifications:

Should be inner-city resident with some college education

Duties:

1. Assists Labor Market Analyst in gathering data from business and industry
2. Assists Labor Market Analyst in data collection and data processing activities

Reports to:

Labor Market Analyst

Salary:

\$5,200 per year





Neighborhood Worker - Recruiters

Qualifications:

Must be inner-city resident with interest in and aptitude for recruiting and Manpower programs generally

Duties:

1. Going out into the community to recruit candidates for orientation and training programs
2. Acting as trainee's advocate during the orientation and training process and ensuring that trainees are not lost during that process

Reports to:

Orientation Center Supervisors (and to Recruitment Director)

Salary:

\$5,200 per year

Follow-up Workers

Qualifications:

Must be inner-city resident with the same general aptitudes and interests required of neighborhood workers - recruiters

Duties:

1. Interviewing persons who have been through orientation and training programs and who have been placed on the job to determine whether placements have been satisfactory
2. Preparation of reports indicating responses during such interviews

Reports to:

Follow-up Coordinator

Salary:

\$2.50 per hour on a part-time basis (average \$2600 per year)



WORK PROGRAM CENTRAL ADMINISTRATION

Director

Qualifications:

Bachelor's Degree and five years experience in supervisory or administrative capacity in anti-poverty or other Manpower programs, experience in negotiating with other government agencies and directing large staff

Duties:

1. Overall administration of work programs including Neighborhood Youth Corps, Adult Work Crew, Foster Grandparents, and New Careers
2. Coordination between these programs and others that are part of the overall employment effort to ensure that clear channels exist for applicants to move through
3. Selection and supervision of top level staff in various work programs
4. Planning and direction of in-service training program, for work program staff

Salary:

\$13,500 per year

Program Assistant

Qualifications:

Bachelor's Degree and three years experience in Manpower programs preferably in a supervisory capacity, also ability to do independent research work

Duties:

1. Investigating possibilities for change and improvement in various work programs
2. General assistance as required by Director of Work Programs
3. Research on and liaison with similar programs in other parts of the country

Salary:

\$7,500 per year



## FOSTER GRANDPARENTS

### Group Worker

#### Qualifications:

Bachelor's Degree with emphasis on psychology or other social sciences and experience working with the elderly

#### Duties:

1. Provide orientation and direction for Foster Grandparents working in state institutions
2. Conduct group meetings to help enrollees in Foster Grandparents program gain a greater awareness of the job they are doing and the responsibilities involved in it

#### Salary:

\$6,500 per year

### Field Supervisor

#### Qualifications:

Bachelor's Degree and two years experience in social work and/or group work

#### Duties:

1. Supervise approximately fifty placements of Foster Grandparents ensuring that placements are satisfactory and that enrollees are on the job and performing effectively
2. Handle minor administrative matters with staffs of the state institutions including assignment of institution supervisory staff

#### Salary:

\$7,000 per year



CN-THE-JOB TRAINING

OJT Supervisor

Qualifications:

Bachelor's Degree and experience in Apprenticeship and Training programs or other manpower and job development efforts

Duties:

1. Supervises OJT staff
2. Conducts job development negotiations with employers to develop specific OJT opportunities
3. Supervises placement of OJT candidates in previously developed positions

Salary:

\$9,000 per year

OJT Field Supervisors

Qualifications:

Experience in job development, apprenticeship, or job training efforts, ability to deal effectively with employers and with inner-city residents

Duties:

1. Continual supervision of candidates placed in OJT positions
2. Placement of specific individuals in previously developed OJT openings
3. Writing OJT contracts to provide reimbursement to employers
4. Developing new OJT opportunities with employers who are already cooperating with the program

Salary:

\$7,200 per year





OJT Contract Officer

Qualifications:

Knowledge of OJT contract requirements and experience in writing and negotiating contracts

Duties:

1. Checking all OJT reimburseable contracts to ensure that they conform to Labor Department standards
2. Handling financial and administrative details of OJT administration

Salary:

\$7,000 per year



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